United Nations A/64/6 (Sect. 34)/Add.1

General Assembly

Distr.: General
28 October 2009

Original: English

Sixty-fourth session
Agenda item 132

Proposed programme budget for the biennium 2010-2011*

Part XII
Safety and security

Section 34
Safety and security

(Programme 27 of the strategic framework for the period 2010-2011)**

Contents

	Page
Overview	2
A. Executive direction and management	9
B. Programme of work	15
Subprogramme 1. Security and safety coordination	17
Subprogramme 2. Regional field coordination and support	25
Component 1. Regional field operation coordination	25
Component 2. Field support	35
C. Programme support	47

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

** *Official Records of the General Assembly, Sixty-third Session, Supplement No. 6* (A/63/6/Rev.1).

09-58463 (E) 201109

Please recycle

Overview

Table 34.1 **Estimate of expenditure, regular budget**

Proposal submitted by the Secretary-General	$247,113,900[a]
Revised appropriation for 2008-2009	$207,925,900

[a] At 2008-2009 rates.

Table 34.2 **Proposed staffing resources, regular budget**

Posts	*Number*	*Level*
Proposed posts for the biennium 2010-2011	1 186	1 USG, 1 ASG, 1 D-2, 2 D-1, 11 P-5, 24 P-4, 28 P-3, 7 P-2/1, 8 GS (PL), 189 GS (OL), 326 SS, 588 LL
Conversion	113	20 GS (OL), 32 SS and 61 LL for conversion from temporary to established posts
Reclassification	1	D-2, Office of the Under-Secretary-General to ASG level
New	243	2 P-5, 7 P-4, 9 P-3, 1 P-2/1, 17 GS (OL), 26 SS, 181 LL
Approved for the biennium 2008-2009	943	1 USG, 2 D-2, 2 D-1, 9 P-5, 17 P-4, 19 P-3, 6 P-2/1, 8 GS (PL), 172 GS (OL), 300 SS, 407 LL

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; SS, Security Service.

Table 34.3 **Estimates of expenditure, gross budget for jointly financed activities**

Proposal submitted by the Secretary-General	$260,959,500[a]
Revised appropriation for 2008-2009	$223,446,500

[a] At 2008-2009 rates.

Table 34.4 **Proposed staffing resources, gross budget for jointly financed activities**

Posts	*Number*	*Level*
Proposed for the biennium 2010-2011	999	1 D-2, 2 D-1, 39 P-5, 230 P-4, 129 P-3, 6 P-2/1, 5 GS (PL), 27 GS (OL), 160 SS, 400 LL
Conversions	25	25 SS for conversion from temporary to established posts
Reclassifications	2	P-5, Division of Regional Operations, to D-1 level; GS (OL), Field Support Service, to GS (PL)

Posts	*Number*	*Level*
Redeployments	1	P-2, Field Support Service, to Division of Regional Operations
New	152	3 P-5, 73 P-4, 30 P-3, 1 P-2/1, 1 GS (PL), 3 GS (OL), 10 SS, 31 LL
Approved for the biennium 2008-2009	847	1 D-2, 1 D-1, 36 P-5, 157 P-4, 99 P-3, 6 P-2/1, 3 GS (PL), 25 GS (OL), 125 SS, 369 LL

Abbreviations: GS, General Service; LL, Local level; OL, Other level; PL, Principal level; SS, Security Service.

34.1 The Department of Safety and Security is responsible for the implementation of the programme of work under this section. The purpose of the department is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing strategic leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276.

34.2 The overall objectives of the Department of Safety and Security are: (a) to facilitate the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism in the framework of a common system-wide methodology; (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

34.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network, the High-level Committee on Management and the United Nations System Chief Executives Board for Coordination (CEB).

34.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the biennium 2010-2011, the Department will continue to focus on enhancing coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be taken to strengthen capacity in the Department to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

34.5 In response to recommendations made by the Independent Panel on Safety and Security of United Nations Personnel and Premises following the attack on the United Nations in Algiers in December 2007, the Under-Secretary-General for Safety and Security conducted a management review of the Department, including its structure, operational priorities, staffing and procedures, with the purpose of better defining roles and responsibilities, with clear lines of accountability, and identifying work methods and organizational structure that favour the field. In the view of the Independent Panel, the Department would require additional human and financial resources, but their level and allocation should be determined following the management review.

34.6 The internal management review identified a large number of tasks that the Department has assumed by virtue of its title and widespread assumptions about what a Department of Safety and Security should manage, irrespective of the fact that many such tasks were not originally anticipated nor explicitly mandated. The Department has not received the proper amount of resources to undertake those tasks.

34.7 The Department will provide worldwide security leadership for Secretariat entities and United Nations agencies, funds and programmes. Its security structure must implement sound, well-designed and valuable security programmes and policies throughout a highly decentralized United Nations system. The Department's headquarters must therefore be a lean and capable security organization providing guidance, policy, training, risk assessments and other security products that United Nations organizations and security coordinators are able to leverage effectively in order to ensure the delivery of security to their various constituents. This will also avoid costly redundancies and conserve both programme and security resources. Coordination and collaboration on security programmes and policies at all relevant organizational levels will be scrupulously observed. Policies and procedures based on risk analysis as opposed to risk avoidance must be the security measure for United Nations operations if critical programmes are to continue in security-challenged environments.

34.8 As a modern, professional security organization, the Department is responsible not only for providing adequate security back-up from Headquarters across the full range of issues confronting officials in the field, but also implies effective oversight of implementation to ensure accountability. This requires the Department to balance strategic oversight with the provision of deployable additional resources when a local situation demands further support. As part of his strategic vision for the Department, the Under-Secretary-General for Safety and Security has stressed that security policies, programmes, and recommendations must be based on transparent and justifiable security methodologies, designed to find ways for United Nations programmes to remain in countries and succeed in their missions. A common and fully coordinated framework of accountability will provide realistic guidance on security roles and responsibilities.

34.9 The Department, comprising three main operational components, namely, the Division of Headquarters Security and Safety Services, the Division of Regional Operations and the Field Support Service, remains structured to reflect those organizational objectives. The related capacities will be developed using an evolutionary approach, thereby ensuring that additional resources are properly absorbed and utilized and are recalibrated against actual requirements. Nevertheless, it must be recognized that organizational and individual best efforts to protect staff and premises may still not be sufficient to avoid or prevent tragic events when determined and resourceful opponents are intent on disrupting or damaging United Nations personnel and activities.

34.10 Given the dual responsibility of the Department to provide on the one hand for the safety and security of staff, delegates and visitors at the main locations of the United Nations, as well as the premises, and on the other hand for the safety and security of the United Nations system operations in the field, the activities of the Department are financed both from the regular budget and on a cost-sharing basis with other organizations covered by the security management system in the field. With regard to the latter component, the financial responsibility of each participating organization is based on its proportional share of the personnel operating in the field. The percentage share of each organization in financing those costs in the current biennium was established by CEB at its first regular session of 2005 on the basis of updated data on the number of United Nations system personnel in the field. Following the recommendation of the General Assembly in its resolution 61/263 with regard to achieving a workable cost-sharing arrangement, the High-level Committee on Management agreed that field-related security costs would be

apportioned on the basis of the actual percentage of staff, based on data resulting from CEB. Subsequently, the Secretary-General outlined the revised cost-sharing arrangements and the shares of the participating organizations in the cost of the United Nations security management system for the biennium 2008-2009 (A/62/641). Furthermore, the cost-sharing arrangements in Vienna are based on a formula agreed upon by the organizations located at the Vienna International Centre. The total jointly financed budget of the Department of Safety and Security amounts to $260,959,500, before recosting. It is presented in more detail under the heading "Programme of work" below.

34.11 The overall resources required for the biennium 2010-2011 under the regular budget for this section, including the United Nations share in the jointly financed safety and security costs, amount to $247,113,900 before recosting, reflecting an increase of $39,188,000 against the revised appropriation for the biennium 2008-2009. The growth is the result of the additional resources recommended under the management review and the delayed impact of the additional seven posts approved in the biennium 2008-2009 for crisis management. Details of those additional resources are provided in the relevant sections below. The delayed impact of the proposals for the biennium 2012-2013 for the regular budget is estimated at $17,077,400, comprising the delayed impact of the proposed new regular budget posts ($11,807,200) and the regular budget share of the proposed new jointly financed posts ($5,270,200).

34.12 The overall resources required for the gross jointly financed budget for the biennium 2010-2011 amount to $260,959,500 before recosting, reflecting an increase of $37,513,000 in the following areas: (a) an increase of $1,743,500 in the gross budget for the Security and Safety Service in Vienna, which is financed jointly by the four organizations based at the Vienna International Centre under their mutually agreed cost-sharing formula (detailed under subprogramme 1); and (b) increases amounting to $35,769,500 in the field operation and related requirements of the Department at both Headquarters and the field, to be financed under the cost-sharing formula decided upon by CEB. The delayed impact of the proposed new posts for the biennium 2012-2013 for the gross jointly financed budget is estimated at $20,247,800.

34.13 Regular budget and jointly financed resources under this section are supplemented by extrabudgetary funding derived from: (a) the support account for peacekeeping operations; (b) reimbursement for the security and safety services rendered to the United Nations funds and programmes; and (c) extrabudgetary funding earmarked by donors to support urgently required security measures, including but not limited to training and stress management programmes, computer/software programmes to enhance security management and security missions. For the biennium 2010-2011, extrabudgetary resources are estimated at $16,811,600.

34.14 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation amount to $3,199,900, comprising one P-5, five P-4 and two General Service (Other level) posts in the Compliance, Evaluation and Monitoring Unit and related support costs. Those resources are reflected under executive direction and management.

34.15 The present report consolidates the proposals under section 34 for both the regular budget and the jointly financed budget that were outlined in the report of the Secretary-General on a strengthened and unified security management system for the United Nations (A/63/605). A new report has also been prepared to update those proposals for the second phase of the standardized access control project (PACT II) and the other budget sections and entities for the biennium 2010-2011.

Table 34.5 **Distribution of full budget resources by component and source of funds**
(Percentage)

Component	*Consolidated regular budget and jointly financed*	*Extrabudgetary*
A. Executive direction and management	2.0	—
B. Programme of work		
Regular budget activities[a]	51.2	63.5
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	44.5	36.5
Subtotal	**95.7**	**100.0**
C. Programme support		
Regular budget activities[a]	2.1	—
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	0.2	—
Subtotal	**2.3**	—
Total	**100.0**	**100.0**

[a] Resources include the United Nations share of jointly financed activities under the established cost-sharing arrangements.
[b] Resources exclude the United Nations share of jointly financed activities, the amount of which has already been included above.

34.16 The overall distribution of full budget resources, comprising the regular budget and jointly financed activities, is summarized in tables 34.6 and 34.7 below.

Table 34.6 **Resource requirements by component and source of funds**
(Thousands of United States dollars)

(1) *Full budget (regular budget and jointly financed activities)*

Component	*2006-2007 expenditure*	*2008-2009 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*
			Amount	*Percentage*			
A. Executive direction and management	7 204.9	7 411.1	1 701.9	23.0	9 113.0	459.3	9 572.3
B. Programme of work							
Regular budget activities[a]	154 644.8	191 617.9	37 189.8	19.4	228 807.7	12 419.9	241 227.6
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	148 201.4	174 412.8	27 202.0	15.6	201 614.8	8 281.1	209 895.9
C. Programme Support							
Regular budget activities[a]	7 836.2	8 896.9	296.3	3.3	9 193.2	460.3	9 653.5
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	—	—	837.8	—	837.8	38.9	876.7
Subtotal	**317 887.3**	**382 338.7**	**67 227.8**	**17.6**	**449 566.5**	**21 659.5**	**471 226.0**

(2) *Extrabudgetary*

	2006-2007 expenditure	2008-2009 estimate	2010-2011 estimate
Subtotal	**10 213.9**	**14 221.3**	**16 811.6**
Total (1) and (2)	**328 101.2**	**396 560.0**	**488 037.6**

[a] Including the United Nations share of jointly financed activities under the established cost-sharing arrangements in the amounts of $38,157,900 actual for 2006-2007, $49,033,700 estimated for 2008-2009 and $58,506,900 estimated for 2010-2011.

[b] Excluding the United Nations share of jointly financed activities, the amount of which has already been included above.

Table 34.7 **Post requirements (full budget)**[a]

	Established full budget posts		Temporary posts					
			Full budget		Extrabudgetary		Total	
Category	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
Under-Secretary-General	1	1	—	—	—	—	1	1
Assistant Secretary-General	—	1	—	—	—	—	—	1
D-1/D-2	6	6	—	—	—	—	6	6
P-1/P-5	349	474	—	—	13	13	362	487
Subtotal	**356**	**482**	**—**	**—**	**13**	**13**	**369**	**495**
General Service and other	1 296	1 703	138	—	41	41	1 475	1 744
Total	**1 652**	**2 185**	**138**	**—**	**54**	**54**	**1 844**	**2 239**

[a] The full budget post requirements of the Department of Safety and Security include 847 posts for 2008-2009 and 999 posts for 2010-2011 that are jointly financed under the established cost-sharing arrangements.

34.17 The distribution of resources of the gross jointly financed budget activities are summarized in tables 34.8 and 34.9 below.

Table 34.8 **Resource requirements by component and source of funds**
(Thousands of United States dollars)

(1) *Gross budget (jointly financed activities)*

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth		Total before recosting	Recosting	2010-2011 estimate
			Amount	Percentage			
Programme of work							
1. Security and Safety Coordination	22 813.6	26 945.0	1 743.5	6.5	28 688.5	(348.4)	28 340.1
2. Regional field coordination and support							
Component 1: Regional field operation coordination	154 800.9	184 361.5	31 441.7	17.1	215 803.2	10 687.8	226 491.0
Component 2: Field support	8 744.8	12 140.0	3 193.7	26.3	15 333.7	722.3	16 056.0

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	2010-2011 estimate
Programme support	—	—	1 134.1	—	1 134.1	52.6	1 186.7
Subtotal	**186 359.3**	**223 446.5**	**37 513.0**	**16.8**	**260 959.5**	**11 114.3**	**272 073.8**

(2) *Extrabudgetary*

	2006-2007 expenditure	2008-2009 estimate	2010-2011 estimate
Subtotal	**3 073.0**	**5 949.0**	**6 494.0**
Total (1) and (2)	**189 432.3**	**229 395.5**	**278 567.8**

Table 34.9 **Post requirements (jointly financed activities)**[a]

Category	Established regular budget posts: 2008-2009	Established regular budget posts: 2010-2011	Temporary posts: Regular budget: 2008-2009	Temporary posts: Regular budget: 2010-2011	Temporary posts: Extrabudgetary[a]: 2008-2009	Temporary posts: Extrabudgetary[a]: 2010-2011	Total: 2008-2009	Total: 2010-2011
Professional and above								
Under-Secretary-General	—	—	—	—	—	—	—	—
D-1/D-2	2	3	—	—	—	—	2	3
P-1/P-5	298	404	—	—	11	11	309	415
Subtotal	**300**	**407**	**—**	**—**	**11**	**11**	**311**	**418**
General Service and other	522	592	25	—	2	2	549	594
Total	**822**	**999**	**25**	**—**	**13**	**13**	**860**	**1012**

[a] Extrabudgetary posts are financed from the support account for peacekeeping operations.

34.18 The distribution of resources for regular budget activities is summarized in tables 34.10 and 34.11 below.

Table 34.10 **Resource requirements by component and source of funds**
(Thousands of United States dollars)

(1) *Regular budget*

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	2010-2011 estimate
A. Executive direction and management	7 204.9	7 411.1	1 701.9	23.0	9 113.0	459.3	9 572.3
B. Programme of work	154 644.8	191 617.9	37 189.8	19.4	228 807.7	12 419.9	241 227.6
C. Programme support	7 836.2	8 896.9	296.3	3.3	9 193.2	460.3	9 653.5
Subtotal	**169 685.9**	**207 925.9**	**39 188.0**	**18.8**	**247 113.9**	**13 339.5**	**260 453.4**

(2) *Extrabudgetary*

	2006-2007 expenditure	2008-2009 estimate	2010-2011 estimate
Subtotal	**7 140.9**	**8 272.3**	**10 317.6**
Total (1) and (2)	**176 826.8**	**216 198.2**	**270 771.0**

Table 34.11 **Post requirements (regular budget)**[a]

	Established regular budget posts		Temporary posts					
			Regular budget		Extrabudgetary[b]		Total	
Category	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
Under-Secretary-General	1	1	—	—	—	—	1	1
Assistant Secretary-General	—	1	—	—	—	—	—	1
D-1/D-2	4	3	—	—	—	—	4	3
P-1/P-5	51	70	—	—	2	2	53	72
Subtotal	**56**	**75**	**—**	**—**	**2**	**2**	**58**	**77**
General Service and other	774	1 111	113	—	39	39	926	1 150
Total	**830**	**1 186**	**113**	**—**	**41**	**41**	**984**	**1 227**

[a] Requirements exclude posts under the jointly financed activities reflected in table 34.9.

[b] Extrabudgetary posts comprise: 9 Security Service Officer and 27 General Service (Other level) posts financed from reimbursements for support to administrative structure and 1 P-3, 1 P-2/1 and 3 Security Service Officer posts financed from the support account for peacekeeping operations.

A. Executive direction and management

Regular budget resource requirements (before recosting): $9,113,000

34.19 The Under-Secretary-General is responsible for the executive direction and control of the United Nations security management system and the overall safety and security of civilian personnel of the security management system and their recognized dependants at both headquarters locations and in the field, as well as United Nations premises and assets at field and headquarters locations. The Under-Secretary-General is also responsible for developing security policies, practices and procedures for the United Nations security management system personnel worldwide and for coordinating with the organizations of the United Nations security management system to ensure implementation, compliance and support for the security aspects of their activities. As such, the Under-Secretary-General is supported by:

(a) A deputy to manage the day-to-day activities of the Department and deputize for the Under-Secretary-General during absence;

(b) The Policy Planning and Coordination Unit, responsible for reviewing and recommending policies and guidelines required for the United Nations security management system; preparation of the programme of work of the Department; and policy documents for the review by other United Nations organizations;

(c) The Compliance, Evaluation and Monitoring Unit, responsible for monitoring and evaluating implementation of and compliance with security policy, procedures and guidelines of the United Nations security management system;

(d) The Executive Office, responsible for carrying out the financial, human resources and general administrative responsibilities delegated by the Under-Secretary-General for Management, including the preparation of programme budgets and financial performance reports, the certification of obligations and expenditures and the implementation of vacancy, placement, promotion and overall human resources management.

34.20 The Independent Panel recommended strengthening the Office of the Under-Secretary-General, and CEB endorsed the establishment of the Executive Group on Security at its first regular session of 2009 (see CEB/2009/1) to facilitate the rapid decision-making capacity of the Under-Secretary-General where there is an impasse or when exigencies arise in which life and limb are at stake. An agreed modality has been implemented by which the Executive Group on Security can be consulted rapidly in accordance with the terms of reference endorsed by CEB. This provides the Under-Secretary-General with a mechanism for senior-level consultation in deadlock or crisis situations. In order to enhance the Under-Secretary-General's authority within the security management system, a range of additional management support and tools are also needed.

34.21 The review conducted by the Department exposed deficiencies in three areas of the Office of the Under-Secretary-General that require full attention:

(a) Managerial strength. The Independent Panel recommended that the post of Assistant Secretary-General for Safety and Security be established to enable the Under-Secretary-General to focus on strategic issues, with the guarantee that a senior official would be available for both day-to-day overall management and strengthening of internal management of the Department, as well as to represent the Department in the absence of the Under-Secretary-General. It remains critical that instructions and guidelines from the Under-Secretary-General be implemented effectively, with the maximum efficiency and coordination between departmental divisions and the rest of the security management system at Headquarters and in the field. This important management function is at present split among several senior officials, including staff in the Office of the Under-Secretary-General. This does not result in optimum coordination and detracts from the work of the senior managers concerned. It is therefore proposed that the functions of the current D-2 deputy post be reclassified to the Assistant Secretary-General level and that he/she assume the functions of the departmental Chief of Operations to oversee departmental responses to tasking, planning the optimum use of resources, expertise and experience and assisting the Department's senior leadership in concentrating their efforts on managerial tasks that fall within their terms of reference;

(b) Communication, advocacy and reporting. While the profile of United Nations security has increased, the level of understanding of the issues that face security staff and the security management system has not. The High-level Committee on Management recommended that the Department make greater efforts to secure voluntary contributions for its Trust Fund for Security of Staff Members of the United Nations System in order to complement its regular budget, and the Department will pursue this avenue. There is also a need to deliver professional-quality communications support, particularly during crises. At present this function is split among departmental staff at Headquarters who are not communications specialists and whose attention is necessarily focused on other operational or policy issues. There is an ongoing need to ensure that communications with the Inter-Agency Security Management Network continue to be handled by professional staff within the Office of the Under-Secretary-General. It is therefore proposed that a communications, reporting and

advocacy capacity consisting of two P-4 and one P-3 posts be established that would report directly to the Under-Secretary-General and manage the external and security management system communications, advocacy and reporting of the Department;

(c) Compliance, evaluation and monitoring. The Compliance, Evaluation and Monitoring Unit has not yet been able to make sufficient progress on lessons learned and best practices. The Unit's statistics have to be compiled manually, which diminishes the number of compliance and evaluation missions that can be conducted. The Department is in the process of testing software that will facilitate reports on the monitoring of implementation. In addition, since its inception, the scope of the Internal Affairs Unit within the Compliance, Evaluation and Monitoring Unit has expanded, and therefore its investigative and review workload is expected to increase exponentially. It is therefore proposed to strengthen the Compliance, Evaluation and Monitoring Unit by establishing an additional P-4 Investigation Officer in New York and two P-3 posts (one Compliance Officer and One Investigation Officer) in Africa to support those activities as part of a regionalized technical support capacity, with a view to a later expansion to all regions in the biennium 2012-2013.

Table 34.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of staff and financial resources; and to ensure the promulgation of and compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively supported by staff and financial resources	(a) (i) Number of days a post is vacant *Performance measures*: 2006-2007: 144 days Estimate 2008-2009: 120 days Target 2010-2011: 120 days (ii) Efficient and effective utilization of regular budget resources *Performance measures*: 2006-2007: 90 per cent of authorized funds expended Estimate 2008-2009: 100 per cent of authorized funds expended Target 2010-2011: 100 per cent of authorized funds expended

(b) Improved geographical representation and gender balance of staff	(b) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States in the Department *Performance measures*: 2006-2007: not available Estimate 2008-2009: 16 per cent Target 2010-2011: 25 per cent (ii) Increased percentage of women at the Professional level and above for appointments of one year or more *Performance measures*: 2006-2007: not available Estimate 2008-2009: 19 per cent Target 2010-2011: 25 per cent
(c) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system	(c) (i) Maintenance of updated common policies, standards and operational procedures *Performance measures*: 2006-2007: 75 per cent Estimate 2008-2009: 80 per cent Target 2010-2011: 100 per cent (ii) Reduction in the number of policy gaps identified by the Compliance, Evaluation and Monitoring Unit *Performance measures*: 2006-2007: not applicable Estimate 2008-2009: 26 policy gaps identified Target 2010-2011: 20 policy gaps identified (iii) Increased percentage of compliance by organizations in the United Nations system with policies and procedures relating to the security and safety of staff, associated personnel, eligible dependants and facilities

Performance measures:

2006-2007: not applicable

Estimate 2008-2009: 68 per cent

Target 2010-2011: 70 per cent

External factors

34.22 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be no unforeseen situations originating from events deemed to be force majeure; (b) suitable female candidates and candidates from unrepresented and underrepresented Member States are available; and (c) all stakeholders, including the United Nations agencies, funds and programmes, are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities.

Outputs

34.23 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) General Assembly:

a. Substantive servicing of meetings: meetings and informal consultations (10);

b. Parliamentary documentation: reports to the General Assembly on the functioning of the security management system, including the annual report on the safety and security of humanitarian personnel and protection of United Nations personnel; annual lessons learned and best practices reports; any other ad hoc reports as required (10);

(ii) Security Council: substantive servicing of meetings: meetings and informal consultations (10);

(iii) Committee for Programme and Coordination: substantive servicing of meetings: meetings and/or informal consultations (10);

(iv) Advisory Committee on Administrative and Budgetary Questions: substantive servicing of meetings: meetings and informal consultations (10);

(b) Other substantive activities:

(i) Fact-finding missions: inspection and compliance missions, with a particular focus on the most challenging locations worldwide; mission reports and recommendations based on observations during those missions; self-assessments from all duty stations using self-assessment methodology (40); investigation of allegations of malfeasance and/or wrongdoing on the part of Department of Safety and Security staff worldwide and investigative reports that may be used by appropriate bodies as the basis for lessons learned and administrative/disciplinary action or to refute false allegations (1);

(ii) Promotion of legal instruments: consolidation, harmonization and promulgation to all duty stations of essential security policies, standards and operational procedures, including the United Nations Security Operations Manual and the instruction package

for the implementation of the revised minimum operating security standards and safety best practices (1); development of a standardized safety and security policy format and a policy management system, including the finalization and distribution of a security policy development manual (1); establishment and maintenance of a centrally directed recruitment selection and career development system for security and safety personnel (1);

(iii) Documentation for inter-agency meetings: contribution to activities of CEB and its subsidiary machinery on safety and security issues; coordination of activities of the Inter-Agency Security Management Network; organization of meetings of the Network; production and distribution of reports of the Network and the High-level Committee on Management (6);

(c) Technical cooperation: training courses, seminars and workshops: facilitation of gender mainstreaming in all functional areas of the Department, including organization of training workshops for all staff to promote gender balance in the Department.

Table 34.13 **Resource requirements, executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	6 414.8	7 222.9	22	28
Non-post	996.3	1 890.1	—	—
Subtotal	**7 411.1**	**9 113.0**	**22**	**28**
Extrabudgetary	—	—	—	—
Total	**7 411.1**	**9 113.0**	**22**	**28**

34.24 Resources in the amount of $9,113,000, including a net increase of $1,701,900, will provide for 28 posts and related non-post resources required for the management of the United Nations security system and the development of security policies and recommendations for the Secretary-General and to ensure the promulgation of and compliance with policies and procedures relating to the security and safety of the United Nations staff members, associated personnel, eligible dependants and facilities. Post-related resources in the amount of $7,222,900 reflect an increase of $808,100 for the reclassification of the functions of one post at the D-2 level to the Assistant Secretary-General level and the creation of six new posts as a result of the management review. Non-post resources in the amount of $1,890,100, including an increase of $893,800, will provide for the costs of external experts, travel of staff and general operating expenses, as well as support costs such as rent and alterations related to the new posts.

B. Programme of work

1. Full budget activities (regular budget and jointly financed)

Table 34.14 **Resource requirements by subprogramme and source of funds**

Subprogramme	Resources (thousands of United States dollars) 2008-2009	Resources (thousands of United States dollars) 2010-2011 (before recosting)	Posts 2008-2009	Posts 2010-2011
A. Full budget				
1. Security and safety coordination				
Regular budget activities[a]	147 161.0	169 012.2	897	1 125
Jointly financed activities: share of other United Nations system agencies, funds and programmes[d]	21 216.3	22 571.0	155	165
Subtotal	**168 377.3**	**191 583.2**	**1 052**	**1 290**
2. Regional field coordination and support				
Component 1: Regional field operation coordination				
Regular budget activities[b]	40 508.3	48 894.6	—	—
Jointly financed activities: share of other United Nations system agencies, funds and programmes[d]	143 853.2	166 908.6	662	789
Subtotal	**184 361.5**	**215 803.2**	**662**	**789**
Component 2: Field support				
Regular budget activities[c]	3 948.6	10 900.9	7	16
Jointly financed activities: share of other United Nations system agencies, funds and programmes[d]	9 343.3	12 135.2	30	40
Subtotal	**13 291.9**	**23 036.1**	**37**	**56**
Total, A	**366 030.7**	**430 422.5**	**1 751**	**2 135**
B. Extrabudgetary	14 221.3	16 811.6	54	54
Total, A and B	**380 252.0**	**447 234.1**	**1 805**	**2 189**

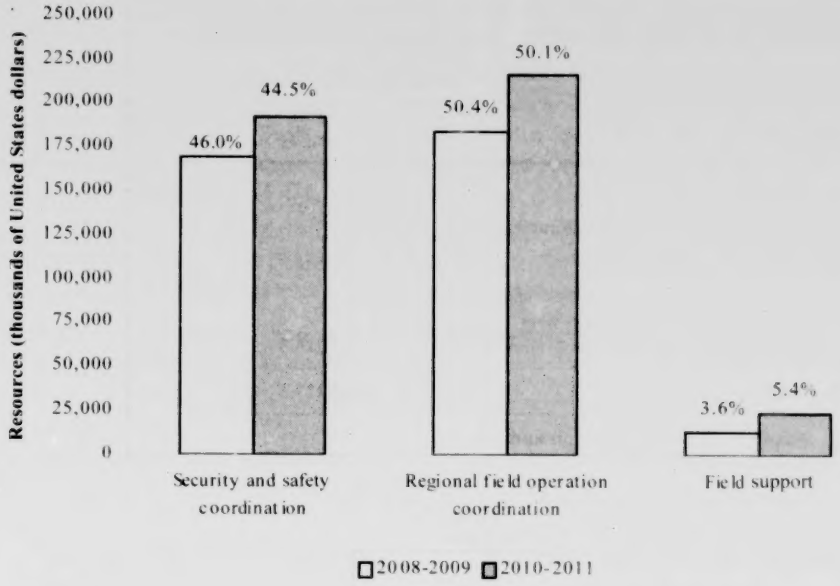
[a] Including the United Nations share of jointly financed activities in the amount of $5,728,700 and $6,117,500 for 2008-2009 and 2010-2011, respectively, relating to the Security and Safety Service, Vienna.

[b] Comprising solely the United Nations share of jointly financed activities relating to the costs of field and regional operations and the malicious acts insurance policy.

[c] Including the United Nations share of jointly financed activities in the amount of $2,796,700 and $3,198,500 for 2008-2009 and 2010-2011, respectively, relating to the cost of field support services.

[d] Excluding the United Nations share of jointly financed activities, the amount of which has already been included above.

Full budget resource requirements by subprogramme (regular budget and jointly financed activities)



2. Gross budget of jointly financed activities

Table 34.15 **Resource requirements by subprogramme and source of funds**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
1. Security and safety coordination	26 945.0	28 688.5	155	165
2. Regional field coordination and support				
Component 1: Regional field operation coordination	184 361.5	215 803.2	662	789
Component 2: Field support	12 140.0	15 333.7	30	40
Subtotal	**223 446.5**	**259 825.4**	**847**	**994**
Extrabudgetary	5 949.0	6 494.0	13	13
Total	**229 395.5**	**266 319.4**	**860**	**1 007**

3. Regular budget activities

Table 34.16 **Resource requirements by subprogramme and source of funds**

Subprogramme	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
1. Security and safety coordination	147 161.0	169 012.2	897	1 125
2. Regional field coordination and support				
Component 1: Regional field operation coordination	40 508.3	48 894.6	—	—
Component 2: Field support	3 948.6	10 900.9	7	16
Subtotal	**191 617.9**	**228 807.7**	**904**	**1 141**
Extrabudgetary	8 272.3	10 317.6	41	41
Total	**199 890.2**	**239 125.3**	**904**	**1 182**

Subprogramme 1
Security and safety coordination

Full budget resource requirements (before recosting): $191,538,200

Comprising: (a) Regular budget activities: $169,012,200

(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $22,571,000

Gross jointly financed budget resource requirements (before recosting): $28,688,500

Comprising: (a) Regular budget share of jointly financed activities: $6,117,500

(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $22,571,000

Regular budget resource requirements (before recosting): $169,012,200

34.25 The subprogramme is the responsibility of the Division of Headquarters Security and Safety Services, as well as the Security and Safety Services at other headquarters locations and at the regional commissions. The Division is responsible for supervising the Headquarters Security and Safety Service in New York and providing policy direction, operational guidance and overall technical supervision to the Security and Safety Services at other headquarters locations and the regional commissions. The Security and Safety Services at those duty stations will retain day-to-day operational responsibility and report to their respective Director-General or Executive Secretary (who may serve as the designated official), working in close cooperation with the Chief of Administration. The Division will also be responsible for managing the protection of the senior officials of the Organization in a systematic and coordinated manner.

34.26 The management review concluded that under subprogramme 1, Security and safety coordination, there were three main areas to be strengthened: coordination of close protection operations; coordination of the Security and Safety Services worldwide; and the operations of the Security and Safety Services worldwide.

Coordination of close protection operations

34.27 The Protection Coordination Unit was created in June 2005 as part of the establishment of the Department (A/59/365, para. 59), with the intention of ensuring that each deployment of close protection assets is managed in a systematic and coordinated manner and is based upon a detailed threat and risk assessment. The success of this programme can be measured in the increase in instances of travel for which the Unit receives notification in advance of travel, which increased from 139 in 2006 to 205 in 2008.

34.28 The Unit has seen a 46 per cent increase in caseload since 2006. Those operations can each include multiple locations visited by a senior United Nations official, and each location requires the application of the operational planning process. This is in addition to the ongoing review and assessments of existing close protection details. Given its limited capacity, the Protection Coordination Unit has been forced to prioritize its workload in view of this substantial increase to the extent that the Unit is now, with very few exceptions, solely occupied with ad hoc travel by senior United Nations officials, specifically those facing elevated threats. The Unit is currently unable to address in a consistent and coherent manner the requirements for ongoing reviews of established close protection details in assigned locations, the specific requirements of missions supported by the Department of Peacekeeping Operations and the Department of Field Support or the requirement for a surge capacity for officers. Similarly, while the Department of Safety and Security framework policy on close protection within the United Nations has been implemented, to date no operational guidelines, training programme or recruitment or equipment guidelines have been implemented system-wide. The Unit has been very active in resolving local issues in those areas but is unable to address them globally and systemically owing to the levels of priority work associated with ad hoc travel.

34.29 The operational profile currently requires staff of the Unit to be available on a round-the-clock basis, and this necessitates additional resourcing. In view of the significant expansion in senior-level coordination required from the Unit, it is proposed to establish a P-5 post for the Chief of the Unit to provide strategic management in order to best meet the close protection needs of senior officials. Furthermore, in order to meet the current workload, it is proposed to add additional P-3 and General Service (Other level) posts to liaise with both the close protection officers and the senior officials and their offices regarding their requirements.

Coordination of the Security and Safety Services worldwide

34.30 The Division of Headquarters Security and Safety Services provides policy direction, coordination, operational guidance and technical supervision to the eight Security and Safety Services and two International Tribunals, which manage over 1,000 armed security officers, in such areas as security and safety management, threat and risk assessment, physical security, recruitment, training and related oversight of security and safety projects and conference management.

34.31 The full integration of the Services has been only partially carried out to date, owing mainly to the workload associated with addressing day-to-day urgent and unanticipated requirements, but also in part to the significant cultural and procedural changes needed after many years of operation as semi-autonomous entities. If the full integration of the Services is to be successful in the near term, it is essential to strengthen the Division with additional resources. It is proposed to establish a P-4 to strengthen the office of the Director of the Division of Headquarters Security and Safety Services to provide day-to-day coordination of and support for the Security and Safety Services at Headquarters, offices away from Headquarters and regional commissions.

Operations of the Security and Safety Services worldwide

34.32 The operations of each of the eight Security and Safety Services worldwide were reviewed.

34.33 In carrying out their mission, the Security and Safety Services have four objectives, in priority order:

(a) To safeguard the lives of those who work in or visit United Nations premises and who attend special events and meetings outside those locations for which it is responsible;

(b) To facilitate the safe delivery of the programmes of the United Nations, both in that specific location and for the missions for which that Service may be responsible in other countries. This includes the protection of the Organization's real estate and equipment;

(c) To ensure that the good image of the United Nations is maintained;

(d) To minimize inconvenience to delegates, visitors and staff.

34.34 Viewed holistically, the Services, staffed by more than 1,000 officers and representing more than 50 per cent of the Department's budget, must implement new management tools to ensure that personnel and funds are utilized where the need is greatest. As has been pointed out in multiple reviews, the Services represented the merger of uniformed services in different duty stations that had been established with their own operational guidelines and procedures. While progress has been made in achieving greater standardization with regard to equipment and logistics and the Department is able to utilize Security and Safety Service personnel in surge deployments for specialist missions worldwide, it is recognized that substantial management reforms are required across the Services. In particular, an updated management model is needed that will balance three key elements:

(a) Security drivers that require the Organization to provide security, namely threats, staff vulnerability and programmes;

(b) Security costs, namely those for staff, operational expenditures and maintenance;

(c) Security outcomes — how effective was the mitigation?

34.35 In the coming biennium reforms will focus on the introduction of management metrics that enable managers to utilize standard performance tools so that personnel and operational costs are transparent and readily comparable and, to the extent possible in the different duty stations, that they benefit from common terms of service and operational procedures throughout the Services.

34.36 There is a need to strengthen the existing Services with additional officers to ensure that the objectives outlined in paragraph 34.33 can be achieved. The following posts are proposed:

(a) New York — 26 Security Service posts are required to strengthen the Close Protection Unit by adding a shift to the current complement of staff (proposed in A/63/605, paras. 6-17; the requirements remain unchanged after the management review);

(b) Geneva — 15 General Service (Other level) posts are required to put in place a canine unit proposed owing to the level of risk in Geneva as well as to strengthen the current complement to lead crisis management training and to manage the increased activity at the premises occupied by the Office of the United Nations High Commissioner for Human Rights and related work of the Office of the United Nations High Commissioner for Human Rights;

(c) Vienna — 10 Security Service posts are required to put in place a canine unit proposed owing to the level of risk in Vienna as well as to strengthen the current complement to manage increased activity due to the new M building conference centre. These posts form part of the jointly financed budget for the Vienna International Centre complex;

(d) Nairobi — 1 P-3 and 85 Local level posts are proposed. An additional 76 Local level posts are required owing to the significant increase in the number of staff in the complex arising from the addition of the new office facility, which will house some 1,500 additional staff, as well as political missions. The regular uniformed officer unit, the fire safety unit, the pass unit and the close protection unit all require strengthening because of the increase in staff at the complex. In addition, nine Local level posts are required to support the operation of the standardized access control systems now in place (proposed in A/63/605). In the case of the United Nations Office at Nairobi, because of the large number of staff working at the compound and the complexity and size of the compounds, it is also proposed to establish an additional P-3 Security Officer post to coordinate the new operations;

(e) Economic Commission for Africa — 1 P-3 and 19 Local level posts are proposed. An additional 11 Local level posts are required to put in place a canine unit proposed owing to the level of risk in Addis Ababa as well as to strengthen the current complement to reinforce the surveillance and detection system. In addition, eight Local level posts are required to support the operation of the standardized access control systems now in place (this requirement had been previously proposed (ibid.)). As in the case of the United Nations Office at Nairobi, because of the large number of staff working at the compound and the complexity and size of the compound, it is proposed to establish an additional P-3 Security Officer to coordinate the new operations;

(f) Economic and Social Commission for Asia and the Pacific — 13 Local level posts are required. Eight Local level posts are required to provide round-the-clock coverage in the operations control centre and for the emergency response team, as well as to create a pass and identification unit staffed by trained security officers. In addition, five Local level posts are required to support the operation of the standardized access control systems now in place (proposed in A/63/605);

(g) Economic and Social Commission for Western Asia — 52 Local level posts are required. A total of 45 Local level posts are required to: (a) staff several checkpoints around United Nations House on a round-the-clock basis; (b) provide counter surveillance capacity; and (c) provide close protection for the Executive Secretary (previously proposed in A/63/605, paras. 55-59; the requirements remain unchanged following the management review). In addition, seven Local level posts are required to support the implementation of the standardized access control systems in 2010-2011 (also proposed in A/63/605);

(h) Economic Commission for Latin America and the Caribbean — 12 Local level posts are required. Five Local level posts are required to strengthen the existing complement, including to enhance security at the newly constructed South Entrance Pavilion. In addition, seven Local level posts are required to support the operation of the standardized access control systems now in place (proposed in A/63/605).

34.37 In addition to posts, the strengthening of non-post resources amounting to $5,135,300 is required for such items as the canine units, information technology support, travel, uniforms, weapons, and furniture and equipment.

Table 34.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an appropriate emergency response mechanism, 24 hours a day, 7 days a week.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at the United Nations headquarters locations and regional commissions	(a) (i) Increased compliance with headquarters minimum operating security standards for United Nations headquarters locations and regional commissions *Performance measures*: Percentage of elements of minimum operating security standards achieved at all locations 2006-2007: 87 per cent Estimate 2008-2009: 95 per cent Target 2010-2011: 100 per cent (ii) Decreased number of unauthorized entries to the United Nations premises *Performance measures*: 2006-2007: 11 unauthorized entries Estimate 2008-2009: 5 unauthorized entries Target 2010-2011: zero unauthorized entries (iii) Reduced number of safety-related claims submitted *Performance measures*: 2006-2007: 31 per cent Estimate 2008-2009: 5 per cent Target 2010-2011: 5 per cent
(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions

	Performance measures: Number of personal protection operations coordinated 2006-2007: 342 Estimate 2008-2009: 400 Target 2010-2011: 450
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) (i) Compliance with required number of full and partial evacuation drills conducted at United Nations headquarters and regional commissions *Performance measures*: 2006-2007: not applicable Estimate 2008-2009: 100 per cent Target 2010-2011: in 100 per cent of duty stations, evacuation plans are in place, updated and tested (ii) Improved effectiveness of crisis and contingency plans developed to respond to crisis events and security emergencies *Performance measures*: 2006-2007: not applicable Estimate 2008-2009: not applicable Target 2010-2011: in 100 per cent of duty stations, contingency plans are in place, updated and tested

External factors

34.38 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities; (b) there are no unexpected events deemed to be force majeure; and (c) delegates, staff and visitors comply with and meet security, safety and fire regulations.

Outputs

34.39 During the biennium 2010-2011, the following outputs will be delivered (regular budget/extrabudgetary):

(a) Security services related to office and conference facilities: screen persons, vehicles and packages entering and leaving the premises; operate and maintain the pass and identification badge system; confiscate outdated grounds passes; screen for concealed weapons; provide security coverage of meetings, receptions and special events; conduct security training programmes; raise and lower flags of Member States of the United Nations;

(b) Services related to garage facilities: screen vehicles for access authority; inspect delivery vehicles; inspect vehicles for explosive ordnance;

(c) Personal protection services: provide security to United Nations senior officials and other dignitaries; coordinate VIP movements with host-country security/law enforcement agencies;

(d) Special services: conduct investigations, liaise with host-country law enforcement agencies; analyse crime patterns; prepare local security threat assessments and crime prevention programmes;

(e) Pass and identification services: issue United Nations grounds passes and maintain related records;

(f) Physical security services: conduct physical security audits; maintain a key control system; repair and maintain all locking systems, safes and electronic security systems (including alarm, intrusion detection, closed-circuit television and access control systems);

(g) Explosive detection services: maintain explosive detection capability at vehicle delivery access points and areas where conferences, meetings and special events are held; screen all incoming mail and parcels;

(h) Emergency response services and crisis management: maintain a 24-hour-a-day, 7-day-a-week security control centre to monitor all security systems; maintain an incident command system and crisis management plan; respond to all serious incidents in United Nations offices and premises at Headquarters and other main locations; provide counter-surveillance detection measures in the vicinity of all United Nations offices and premises; conduct mobile and foot patrols, as necessary; collate and maintain updated emergency contact information; assist in all aspects of emergency preparedness and evacuation planning and execution for on-site and off-site facilities; standardize security procedures;

(i) Safety services: inspect United Nations premises, including elevators, escalators and machinery rooms, for safety and fire hazards; conduct safety training programmes for security officers, fire officials, industrial shop workers and guides; coordinate and conduct fire drills and safety engineering surveys; issue safety reports and recommendations; monitor and inspect fire and water alarms and practice evacuations of United Nations premises; issue safety equipment to staff and contractual workers; conduct health inspections of kitchen facilities; conduct annual safety and sanitation/hygiene inspections of all food preparation, storage and serving areas; process safety-related claims;

(j) Inspection services: inspect areas during bomb threats; respond to all types of alarms and emergencies; investigate motor vehicle accidents, compensation cases, accidents involving visitors and staff members, illnesses involving visitors and damage to personal and United Nations property;

(k) Training services: maintain high professional standards of instruction by ensuring that the security staff is well trained in basic security functions and is cross-trained in technical and specialized skills; provide training support services at Headquarters and other main locations, in conjunction with the Training and Development Section, to ensure system-wide consistency in training standards.

Table 34.18 **Resource requirements, subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget[a]				
Post	121 836.7	138 552.6	897	1 125
Non-post	25 324.3	30 459.6	—	—
Subtotal	**147 161.0**	**169 012.2**	**897**	**1 125**
Extrabudgetary	8 272.3	10 317.6	41	41
Total	**155 433.3**	**179 329.8**	**938**	**1 166**

[a] Resource requirements include the United Nations share of jointly financed activities in the amount of $5,728,700 and $6,117,500 for 2008-2009 and 2010-2011, respectively, relating to the Security and Safety Service, Vienna.

34.40 Resources in the amount of $169,012,200, including an increase of $21,851,200, will provide for the continuation of 897 posts, including the conversion of 113 temporary posts, as well as the establishment of an additional 228 posts, and the related non-post requirements in the Division and in the Security and Safety Services in all main locations, excluding Vienna, required for achieving the objective of the subprogramme as described in table 34.17 above. The post-related resources in the amount of $138,552,600 include an increase of $16,715,900, reflecting the establishment of the additional 228 posts (1 P-5, 1 P-4, 3 P-3, 16 General Service (Other level), 26 Security Service and 181 Local level) described in paragraphs 34.27 to 34.36 above.

34.41 Non-post resources in the amount of $30,459,600, including an increase of $5,135,300, will cover general temporary assistance and overtime for security coverage at peak periods, travel of the protection detail for senior officials, various contractual services, general operating expenses and supplies and materials for various operational needs, as well as for the United Nations share of the cost of the Security and Safety Service in Vienna, financed under the established cost-sharing agreement with other organizations based at the Vienna International Centre (see table 34.19 and para. 34.42 below). The increase in non-post requirements in the amount of $5,135,300 reflects the combined effect of, inter alia: (a) an increase in the requirements for travel of staff due mainly to the security coverage of the Secretary-General and senior officials of the Organization; (b) an increase in contractual services and general operating expenses largely as a result of increased requirements related to communications, service-level agreements and data processing for several duty stations to strengthen the information technology capabilities of the Safety and Security Services; (c) an increase in furniture and equipment to purchase vehicles and to upgrade and purchase safety and security equipment for security screening and detection devices; and (d) an increase in the grants and contributions paid for local cost-sharing in Beirut and Vienna.

Table 34.19 **Jointly financed resource requirements (gross budget of the Security and Safety Service, Vienna)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
I. Gross budget[a]				
Post	23 895.0	24 909.0	155	165
Non-post	3 050.0	3 779.5	—	—
Subtotal	**26 945.0**	**28 688.5**	**155**	**165**

Category	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
Extrabudgetary	—	—	—	—
Total, I	**26 945.0**	**28 688.5**	**155**	**165**
II. Regular budget				
Post	164 683.8	187 395.3	847	999
Non-post	58 762.7	73 692.3	—	—
Subtotal	**223 446.5**	**261 087.6**	**847**	**999**
Extrabudgetary	—	—	—	—
Total, II	**223 446.5**	**261 087.6**	**847**	**999**

[a] The United Nations regular budget share of the gross jointly financed budget totals $5,728,700 and $6,117,500 for 2008-2009 and 2010-2011, respectively.

34.42 The estimated gross budget requirements of $28,688,500 would provide for the continuation of 155 posts, including the conversion of 25 temporary posts, the establishment of 10 additional posts, and non-post requirements in the Security and Safety Service, Vienna. The post-related requirements of $24,909,000 include an increase of $1,014,000, reflecting the establishment of the 10 additional Security Service posts described in paragraph 34.36 (c) above. Non-post resources in the amount of $3,779,500, including an increase of $729,500, will provide general temporary assistance, overtime, various contractual services, maintenance costs for specialized security and office automation equipment, cleaning and repair of uniforms, communications costs, security-related supplies and replacement of the security and safety equipment. The increase in non-post requirements of $729,500 reflects the combined effect of, inter alia: (a) overtime and night differential as well as other goods and services such as food, kennels and veterinary treatment for the canine unit; (b) an increase in the contribution for office equipment; and (c) a one-time non-recurrent purchase to cover the replacement of outdated equipment (X-ray machines, walk-through metal detectors) that is at the end of its useable life.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

Full budget resource requirements (before recosting): $215,803,200

Comprising: (a) Regular budget activities: $48,894,600

(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $166,908,600

Gross jointly financed budget resource requirements (before recosting): $215,803,200

Comprising: (a) Regular budget share of jointly financed activities: $48,894,600
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $166,908,600

Regular budget resource requirements (before recosting): $48,894,600

34.43 This subprogramme is under the responsibility of the Division of Regional Operations. The Division, through its regional desks, is responsible for daily security coordination with the regional field security offices, for responding to all security incidents in the field, for deploying staff to the field as necessary to support the designated officials, for investigating the deaths of staff under malicious circumstances, for providing assistance in the management of hostage incidents and for taking appropriate action in the event of the arrest or detention of staff members.

34.44 Field security activities of the United Nations were and continue to be governed by the policies, procedures and programmes developed in full collaboration with the Inter-Agency Security Management Network. The Network, which comprises senior managers who have oversight over security within their respective entities, is responsible for reviewing policies and procedures and monitoring their implementation. It makes recommendations to the CEB High-level Committee on Management. In response to the decisions of the Network, the responsibilities of the Division include:

(a) Coordinating safety and security issues among the organizations of the United Nations system;

(b) Monitoring the implementation of established security and safety policies;

(c) Developing security requirements for new missions as well as regular and emergency operations;

(d) Implementing and evaluating field operations with security policies, standards and procedures;

(e) Assisting and monitoring the implementation of the minimum operating security standards at all duty stations and security components of peacekeeping operations and humanitarian and other special missions in the field;

(f) Analysing the participation of host countries in supporting United Nations security goals;

(g) Updating security and safety guidelines and directives;

(h) Coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field.

33.45 The Division undertakes daily security coordination with the field and provides operational guidance to security personnel. It mobilizes staff to meet field requirements, supports designated officials in emergency situations; maintains up-to-date security and threat information to provide to the Secretary-General and other senior officials; and provides extensive assistance in the event of hostage-taking and other crisis situations. Staff of the Division travel extensively to their regions of operation to provide assistance or undertake assessment missions.

33.46 The work of the Division includes a threat and risk assessment capacity established in accordance with resolution 59/276, section XI, paragraphs 33 to 39. The security risk management model, endorsed by the Inter-Agency Security Management Network in 2004, remains the primary tool throughout the United Nations system for identifying emerging threats, determining areas of

vulnerability and developing mitigating strategies and measures. It has become an essential element of the integrated security management system. However, the Threat and Risk Assessment Unit requires significant strengthening if it is to meet current day-to-day threat analysis requirements. Providing essential threat and risk products to development and humanitarian implementation partners (non-governmental organizations) is also not yet possible on the scale necessary.

34.47 The management review identified a number of areas in which subprogramme 2, component 1, Regional field operation coordination, needs strengthening: namely threat and risk assessment, management and desk support of field activities, deployment of field security officers, threat and risk assessment in the field and security and information operations centres. The details of these areas are described below.

Threat and risk assessment

34.48 The current Threat and Risk Assessment Unit is located in the Division of Regional Operations, but it functions as an early warning mechanism, provides analytical support to the whole Department and regularly liaises on behalf of the Department with a wide range of interlocutors both inside and outside the United Nations security management system. The report of the Independent Panel recommended that the capacity of the Unit be strengthened to broaden its range of coverage beyond terrorism. It also recommended that the Under-Secretaries-General of Safety and Security and Peacekeeping Operations provide the Security Council with security risk assessments for all peacekeeping and special missions that the Council decides to establish.

34.49 This will require the broadening of the Unit's tasking and staffing to include strategic trends. With the proposed creation of a significant field-level analytical capability, there will be an enhanced need to ensure that their output is properly coordinated with the work of other departments and that Headquarters maintains effective oversight of the output of new analysts in the field.

34.50 From 2009, the Threat and Risk Assessment Unit, with an additional post budgeted through the support account for peacekeeping operations, assumed responsibility for the development of analytical processes and the incorporation of best practices in support of all United Nations entities involved in security assessments, including missions directed by the Department of Peacekeeping Operations and all United Nations agencies, funds and programmes. The Unit has been developing a training programme, begun in 2007, which has been attended by analysts from the joint mission analysis centres in missions directed by the Department of Peacekeeping Operations, the Situation Centre, security and information operations centres in other field missions, headquarters locations and United Nations agencies, funds and programmes. It is envisaged that the creation of additional analytical capacity in the field will require the Unit to further develop and standardize processes and to train increasing numbers of personnel.

34.51 The Threat and Risk Assessment Unit must be able to expand its coverage and provide trend analysis services to security managers in United Nations field missions, offices away from Headquarters, other United Nations departments and agencies, funds and programmes, as well as to enable security managers in all locations to make informed decisions on the creation of a secure environment for United Nations and humanitarian personnel in an environment where there are limited resources. As a result, the Unit will need to focus not only on individual assessments, but also on strategic analysis, including the gathering of information developed by security professionals at all duty stations. A fundamental component of this uniform approach to threat identification and risk analysis is the streamlining of global analytical methodologies, including a comprehensive collation system that will need to be managed on a continuous basis along with more consistent distribution mechanisms and the capacity to ensure consistency in product content and timely dissemination.

34.52 Accordingly, to increase analytical capacity at Headquarters, the creation of five additional P-4 posts to be supported by two General Service (Other level) posts is proposed. In addition it is proposed that a P-2 position be redeployed from component 2, Field support to this component of the subprogramme to streamline and standardize the analytical reports of the Unit. With these additional resources, the Unit will be able to broaden the scope of its work beyond terrorism and thus meet a key recommendation contained in the report of the Independent Panel.

Management and desk support of field activities

34.53 The responsibility of providing substantive and analytical support to the field activities of the department rests with the Division of Regional Operations. These Headquarters staff are primarily assigned to five regional desks, whose tasks include:

(a) Daily coordination with field security representatives and designated officials on all security-related issues affecting United Nations staff, dependants, facilities and equipment;

(b) Review and endorsement of security risk assessments, security plans, minimum operating security standards and minimum operating residential security standards;

(c) Regional threat and risk assessments;

(d) Timely dissemination of information relevant to threat and risk assessments to all components of the United Nations security system;

(e) Review of security phases wherever United Nations operations occur;

(f) Coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs in the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field;

(g) Operation of a round-the-clock communications centre;

(h) Provision of crisis response to the field and management and technical expertise for all hostage incidents as well as support in relation to all security incidents in the field;

(i) Deployment of additional resources to the field as necessary during crisis and emergency situations.

34.54 As part of the review of its operations, the Division has examined the original concept of regional desk operations, which was introduced by the United Nations Security Coordinator in 2002. The initial purpose was to effect regular coordination with field security representatives and designated officials on security-related issues affecting United Nations staff, dependants, facilities and equipment. The original concept remains sound and has proven necessary and highly functional. However, since 2002, the introduction of the framework of accountability, the growth of the Department's field component, expanded mandates, the need for timely response and the increasing demand for quality of output meant that the coverage provided to the field by this small staff was no longer adequate. This has become particularly evident with the exponential increase in threat to the Organization in all regions.

34.55 Desk officers are assigned to one of five geographical regions and are further allocated a subregion of responsibility. Each subregion, consisting of 5 to 10 countries, normally includes 1 or 2 countries in an enhanced risk category. Mission support, crisis support and other tasks increase the workload for desk officers, elevating the potential for error and delaying the timeliness of response to the field. In some instances it is not unusual for a desk officer to assume responsibility for up to 15 countries, with several in a high-risk category. The inquiries following the attacks on

United Nations offices in Iraq, Algeria and Somalia emphasized that in order to be held responsible and accountable, a desk officer must be allocated a workload that can be managed by a reasonable and responsible person. As is clear from the current loading on staff, that is not the case at present, and therefore the desk capacity at Headquarters clearly needs to be augmented. It is therefore proposed to add an additional 10 desk officers to the Division of Regional Operations, with five at the P-4 level and five at the P-3 level. In addition it is proposed that the functions of the current P-5 Deputy to the Director of the Division be reclassified to the D-1 level to provide the necessary level of coordination and supervision of the regional desks and to assist the Director in the strategic management of regional operations both at Headquarters and in the field.

Increased deployment of field security officers

34.56 Following the attack on the United Nations offices in Algiers, the Department undertook an assessment of the United Nations global vulnerability. Fifteen locations have been deemed vulnerable in view of the current security coverage. In the report of the Secretary-General on a strengthened and unified security management system for the United Nations (A/63/605), 58 additional posts were proposed; however, following the management review it is now proposed that a total of 61 additional posts (4 P-5, 11 P-4, 17 P-3 and 29 Local level posts) be created.

34.57 Four P-5 posts for Chile, Ethiopia, Kenya and Thailand are sought to follow the Lebanon model, where the Chief of the Security and Safety Section of the regional commissions and the Deputy Security Adviser reports to the country Chief Security Adviser. Both the United Nations Office at Geneva and the United Nations Office at Vienna already have existing Chiefs of Security and Safety Sections (P-5 posts), who serve as the Chief Security Adviser. In Chile, Ethiopia and Thailand, the senior security official, the Chief of Security and Safety of the regional commission, is at the P-4 level.

34.58 Activities in Chile, Ethiopia, Kenya and Thailand include year-round high-level conferences/events (Heads of State and ministers), visits by the Secretary-General and Deputy Secretary-General and hosting of regional and global high-profile meetings. These countries also serve as regional hubs for United Nations agencies, funds and programmes, all with national and regional activities. Risk levels in the four countries are also significant in terms of global threat and various natural and man-made threats, which have the potential to affect a significant number of individuals covered under the security management system. The level of the most senior United Nations official in these regional headquarters locations/regional hubs is the Under-Secretary-General, who is also the designated official. The creation of a Chief Security Adviser post for Chile, Ethiopia and Thailand at the P-5 level would be commensurate with the level of responsibility and accountability.

Threat and risk assessment in the field

34.59 The security risk assessment is the fundamental requirement for security management at each location where United Nations personnel are located, by which the risks are determined for which mitigation measures are required.

34.60 The Independent Panel found that the resources available to the Unit to carry out continuous threat and risk assessments are inadequate (there are currently five Professional-level posts at Headquarters and no dedicated resources at the field level). Consequently, the Panel recommended the establishment of Security Analyst posts at high-risk locations.

34.61 A Security Analyst is the adviser to the Chief Security Adviser/Security Adviser on threats affecting the United Nations. Analysts are specially trained to add a qualitative and quantitative risk assessment dimension to security information gained in their country of assignment. The development of security-related trends that are likely to affect United Nations humanitarian and

development activities form the basis of the analysts' threat assessments. The threat assessments are incorporated in the risk assessments that generate risk mitigation options. Designated officials, security management team members and programme managers rely heavily on the Chief Security Adviser/Security Adviser's risk assessment in order to make sound judgements on programme activity in the context of staff safety. Countries without this capability are typically at lower risk and/or the host Government is reliably able to provide access to analysed information.

34.62 Strengthening the security analysis capacity in the field is necessary, and to facilitate the deployment of analyst posts to high-risk duty stations it is proposed to establish 13 posts in the field, with 7 at the P-4 level and 6 at the P-3 level. This is a reduction of 16 posts from the proposals originally included in the report of the Secretary-General, as it has now been concluded that additional posts will be better served in other functions, such as at security and information operations centres and as Field Security Officers.

Security and information operations centres

34.63 The role of the security and information operations centres is to establish and maintain security situational awareness in order to minimize risk to programme delivery and to enhance the safety of United Nations staff and property. The two principal functions of the centres are to report on security incidents and inform the United Nations country team of the prevailing security situation, and to provide the Chief Security Adviser with analyses of the current and developing security situation to ensure the provision of sound advice to the designated official and the security management team. Security and information operations centres are operated 24 hours a day, 7 days a week, and are staffed and equipped to perform the secondary functions of providing periodic security reports and trend analyses to the Department, providing security advisories to the staff, programme implementing partners and the non-governmental organization community and liaising with the host country and Member State missions on security information that affects safety of United Nations personnel/premises and programme delivery. Security and information operations centres also function as crisis coordination centres during periods of emergency. The staff of the centre also develop contingency plans to complement emerging security trends, carry out mission tracking to ensure continuous awareness of staff deployments and supervise and direct the operations of the emergency communications system.

34.64 Security and information operations centres add an important qualitative dimension to the conduct of programme delivery by providing the requisite human and technical resources for detailed security analysis, trend identification, contingency planning and emergency response coordination. These functions are well beyond the capacity of an unsupported Chief Security Adviser in a complex duty station. Security and information operations centres are required in high-risk countries, where the complexity of United Nations operations requires the provision of continuous and precise security advice. The centres will be co-located with other Department of Safety and Security structures deployed in those countries. The current immediate requirement is for five country-level centres, two based in Asia and the Pacific, two in East Africa and one in the Middle East. It is proposed to establish five country-level centres with seven P-4 posts, including analysts and operations officers at each location. This proposal of 35 posts is greater than the proposal of 25 posts contained in the report of the Secretary-General, because the management review found that it was appropriate to further strengthen the centres.

34.65 Furthermore, as a result of the establishment of the additional 127 posts recommended by the management review, non-post resources totalling $11,718,100 are required to support the posts, including travel, office rental, data-processing and communications, as well as non-recurrent provision for alterations and the purchase of furniture and equipment.

Table 34.20 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the protection of staff members of the United Nations system, associated personnel, eligible dependants and facilities at all duty stations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants	(a) (i) Maintenance of percentage of up-to-date security risk assessments at the country level in full cooperation with the national authorities of host countries *Performance measures*: 2006-2007: 94 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent (ii) Increased compliance with minimum operating security standards by duty station *Performance measures*: 2006-2007: not available Estimate 2008-2009: 80 per cent Target 2010-2011: 85 per cent
(b) Timely response to security incidents	(b) (i) Completion and exercise of all country-level security contingency plans, as well as those of the Department of Safety and Security *Performance measures*: 2006-2007: not available Estimate 2008-2009: 100 per cent completion of country-level security plans Target 2010-2011: 100 per cent completion of country-level security plans *Performance measures*: 2006-2007: 75 per cent exercise of country-level security plans Estimate 2008-2009: 90 per cent exercise of country-level security plans Target 2010-2011: 95 per cent exercise of country-level security plans

		(ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice *Performance measures*: 2006-2007: 10 field security officers (for up to 90 days) Estimate 2008-2009: 20 field security officers (for up to 90 days) Target 2010-2011: 25 field security officers (for up to 90 days) (iii) Rapid initial reporting of major incidents affecting the United Nations in the region *Performance measures*: 2006-2007: not applicable Estimate 2008-2009: 8 hours Target 2010-2011: 6 hours
(c)	Enhanced security management system	(c) (i) Strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment *Performance measures*: 2006-2007: not available Estimate 2008-2009: 95 per cent Target 2010-2011: 98 per cent (ii) Expanded field support by security advisers and field security coordination officers outside the capital area *Performance measures*: 2006-2007: not available Estimate 2008-2009: 25 per cent of time spent outside of the capital area Target 2010-2011: 25 per cent of time spent outside of the capital area

External factors

34.66 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There is no major change in the current level of threats and risks to United Nations personnel, facilities and activities;

(b) Emergency operational requirements, such as responding to national disasters, terrorist attacks targeting United Nations facilities and/or personnel or other critical security incidents, do not involve the substantial redirection of the subprogramme's resources from their original purpose;

(c) All stakeholders, including the United Nations agencies, funds and programmes, are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities.

Outputs

34.67 During the biennium 2010-2011, the following outputs will be delivered (regular budget/extrabudgetary):

(a) Review and update of all country security threat and risk assessments and security plans on an annual basis;

(b) Security assistance visits to duty stations;

(c) Maintenance of a 24-hour-a-day, 7-day-a-week communications centre to provide worldwide communications with the Department's security professionals, rapid reporting and core communications during a crisis situation;

(d) Maintenance and periodic revision of field security standard operating procedures;

(e) Participation in regional workshops on security and safety issues; annual meetings/seminars concerning the security management system, best practices, critical incident stress management and training, as well as compliance inspections;

(f) Review of procedures, at the country level, for general office safety, including fire hazards and fire drill procedures, vehicular safety procedures and building evacuation procedures, and conduct of safety training and promulgation of best practices on safety.

Table 34.21 **Resource requirements, subprogramme 2, component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	40 508.3	48 894.6	—	—
Subtotal	**40 508.3**	**48 894.6**	—	—
Extrabudgetary	—	—	—	—
Total	**40 508.3**	**48 894.6**	—	—

34.68 Resources in the amount of $48,894,600, including an increase of $8,386,300, will provide solely for the United Nations share of the jointly financed activities of component 1 of the subprogramme, comprising: (a) the costs of the Division of Regional Operations in New York; (b) costs relating to security operations in the field; and (c) costs of malicious acts insurance policy coverage of personnel in the field. The increase under the regular budget reflects the proportional share of the increase under the gross budget requirements of the field-related activities under component 1 of this subprogramme, as detailed in table 34.22 and explained in paragraphs 34.69 and 34.70 below.

Table 34.22 **Jointly financed resource requirements, subprogramme 2, component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Gross budget[a]				
Post	132 058.7	151 782.3	662	789
Non-post	52 302.8	64 020.9	—	—
Subtotal	**184 361.5**	**215 803.2**	**662**	**789**
Extrabudgetary	4 886.6	5 697.6	13	13
Total	**189 248.1**	**221 500.8**	**675**	**802**

[a] The United Nations regular budget share of the gross jointly financed budget under component 1 of subprogramme 2 totals $40,508,300 and $48,894,600 for 2008-2009 and 2010-2011, respectively.

34.69 The gross budget resources in the amount of $215,803,200, including an increase of $31,441,700, will provide for the continuation of 662 posts, the proposed addition of 125 posts, the reclassification of 1 post (P-5 to D-1) and the redeployment of 1 post (P-2) from component 2 to component 1, as well as the related non-post requirements of the Division at Headquarters and field security offices for achieving the objective of the subprogramme as described in table 34.20 above. The post-related requirements of $151,782,300 include an increase of $19,723,600, reflecting the establishment of 125 additional posts (3 P-5, 63 P-4, 28 P-3, 2 General Service (Other level), 29 Local level), the reclassification of 1 post (P-5 to D-1) and the redeployment of 1 P-2 post from component 2 as described in paragraphs 34.48 to 34.64 above.

34.70 Non-post resources in the amount of $64,020,900, including an increase of $11,718,100, will provide for overtime, travel of desk officers to the field and the field security officers to Headquarters for consultations and training, contractual services to cover the administrative backstopping provided in the field by the United Nations Development Programme (UNDP), the general operating expenses of field offices, including the rental and maintenance of premises, the maintenance of vehicles and safety, communications and office equipment, communications, various supplies for field offices, the replacement of office, security and automation equipment and vehicles in the field, and will cover the estimated worldwide costs of malicious acts insurance for personnel in the field. The net increase of $11,718,100 relates to the combined effect of: (a) an increase in the premium for the malicious acts insurance policy ($1,267,100); (b) an increase in travel to enable the incumbents of the proposed new posts to undertake field visits and to visit Headquarters ($1,600,000); (c) an increase in general operating expenses ($6,972,200) relating to rental of premises, rental of furniture and equipment and data-processing and communications costs for the proposed new posts; and (d) an increase in supplies and materials and furniture and equipment to support the proposed new posts ($1,878,800).

Component 2
Field support

Full budget resource requirements (before recosting): $23,036,100

Comprising: (a) Regular budget activities: $10,900,900
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $12,135,200

Gross jointly financed budget resource requirements (before recosting): $15,333,700

Comprising: (a) Regular budget share of jointly financed activities: $3,198,500
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $12,135,200

Regular budget resource requirements (before recosting): $10,900,900

34.71 Component 2 is the responsibility of the Field Support Service and will focus on creating conditions to minimize security-related incidents by: (a) developing crisis-management response plans, capabilities and procedures; (b) translating security and critical incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (c) conducting regional workshops and seminars on security and safety issues, including on stress management; (d) developing and updating related training materials, taking into account gender-specific material; and (e) providing counselling services to staff exposed to critical incident stress, as needed.

34.72 The Service comprises:

(a) The Training and Development Section, responsible for managing the development and implementation of United Nations security management system-wide; developing training objectives, standards and programmes for all actors in the United Nations security management system, as identified in the framework for accountability for the United Nations security management system; evaluating skills requirements and identifying training needs for security management; delivering training as specified in the United Nations security management system-wide security training strategy; and evaluating and validating security training programmes against the established standards and policies, as well as their ongoing relevance to ensure that they meet the needs of the United Nations security management system;

(b) The Critical Incident Stress Management Unit, responsible for developing and implementing a comprehensive United Nations policy regarding the management of critical incident stress; ensuring inter-agency coordination regarding critical incident stress management; providing rapid professional response to critical incidents and stress management training for staff members of United Nations security management system;

(c) The Information Management Section, responsible for managing systems that provide security-related information to a variety of stakeholders, ranging from United Nations staff members to heads of agencies, that needs to be available around the clock to the entire United Nations system and that includes critical staff and dependants' data, which is essential during crises to allow for evacuation planning and management, staff tracking, mass casualty management and control of staff movement in high-risk areas;

(d) The Crisis Management Support Unit, responsible for the provision of a cross-cutting, system-wide capacity for the development of coordinated crisis management response plans, capabilities and procedures, acting as the nucleus for crisis and contingency planning and drawing on the United Nations organizations as required to build up crisis management capability and coordinating the establishment of procedures, policies and agreements.

34.73 In the course of the management review, each section reviewed its strengths and weaknesses with regard to the effective delivery of services. In several instances, the delivery of specific technical services from locations closer to the users was identified as worthy of further development. Given the costs associated with the establishment of fully operational regional hubs, it is proposed that a pilot project be set up in Nairobi to provide counselling, training, compliance and investigation services that will serve Africa and, in emergency situations, the Middle East. The demand for such services in many duty stations within relatively easy travelling distance from Nairobi makes this an obvious location to test increased operational and cost efficiencies. Managerial responsibility and thus accountability for the services will remain with the Department of Safety and Security at Headquarters. This pilot scheme will be evaluated throughout the upcoming biennium, including lessons learned and, if viable, the Department will present a proposal to establish technical services in other regional centres commencing in the 2012-2013 biennium. Details of the requirements for the pilot project are set out in detail below.

Critical Incident Stress Management Unit

34.74 An array of services (advice, guidance, consulting, assessment, service delivery and coordination) are provided by the Unit on issues related to the human factor in emergency management, preparedness and other preventive measures aimed at building staff resilience and properly addressing the psychosocial needs of United Nations staff and their dependants. As such, it is an integral part of the Department's duty of care for United Nations personnel both at Headquarters and in the field.

34.75 The Unit was confronted with a number of challenges and constraints, associated mainly with the high demand placed on its limited resources. The current review revealed that the Unit's counsellors spent more than 54 per cent of their time responding to crises and 30 per cent of their time conducting needs assessment missions. Only 15 per cent of their time was devoted to coordination, preventive and management activities. This placed an exceptionally heavy travel burden on the Unit. Hence, it was unable to achieve all its strategic roles in terms of coordinating the critical incident stress prevention and management programme, developing policies based on lessons learned and designing and updating training and didactic materials; it was able to conduct only one piece of significant research aimed at developing strategies and technical approaches.

34.76 With the increase of counselling needs, it is not possible for the Unit to continue to operate with only five counsellors at Headquarters while maintaining accountability for the implementation of its mandate worldwide. There is a clear demand from agencies, funds and programmes for greater support from the Unit. This was reflected in the comments of the Independent Panel, which remarked that stress counselling was a highly appreciated service the demand for which was present and growing, and that those who managed those services in the Department and the agencies would need to carefully review the need for expanding the service. The Inter-Agency Security Management Network subsequently endorsed the recommendation on increasing the number of stress counsellors.

34.77 The establishment of a stress counselling capacity at the country level will require a two-stage approach, consisting of the development of training programmes and policy and coordination mechanisms for staff in the field, as well as stationing professional counsellors in the field to provide support. Thus, on a pilot basis, a regional technical support team, including counsellors, will be established in Nairobi to provide support to staff working in Africa, with a view to subsequent expansion to other regions in the biennium 2012-2013. Under the pilot project, it is proposed that four P-4 level Counsellor posts be established under the jointly financed field support budget.

Training and Development Section

34.78 The Training and Development Section was established in 2005 in accordance with General Assembly resolution 58/269. It is responsible for the security training of three main target groups:

(a) Security officials (designated officials, security management teams);

(b) Security officers at Headquarters and field duty stations;

(c) United Nations personnel at large.

34.79 The Section is responsible for:

(a) Harmonization of the content of all security-related training;

(b) Course content and design, based on job and training needs analysis, and ensuring consistent standards of delivery both centrally and in-country;

(c) Mobile training teams, which conduct crisis management exercises in high-risk locations, providing training in disaster recovery, hostage crises and fire emergency and evacuation procedures;

(d) Induction programme for newly recruited field security officers;

(e) Specific programmes for Chief Security Advisers and country-level security advisers;

(f) Department of Peacekeeping Operations mission security training;

(g) Personal protection training;

(h) Other specialized skills training;

(i) Close liaison with agencies, funds and programmes that have capacity to provide guidance in developing security training.

34.80 In order to meet the core objectives, based on the recommendations of the Office of Internal Oversight Services, Independent Panel and the High-level Committee on Management Steering Committee and to more adequately address both the current and future security training needs of the United Nations system, it is proposed that the Section form a lean training capacity at Headquarters to provide core training requirements and to establish, on a pilot basis, a regional technical support team in Nairobi to provide specialized training support to the field at a location closer to its intended users. It is proposed that six posts be established in Nairobi for the regional team. The team would be composed of three P-4 officers and one P-3 officer supported by two General Service (Local level) staff. Furthermore, at Headquarters a P-2 post was redeployed to the Threat and Risk Assessment Unit under component 1. For the Unit to continue to carry out the higher level of tasks undertaken by the P-2, it is proposed that the functions of one of the General Service (Other level) posts in the unit be reclassified to the Principal level.

Aviation risk management capacity

34.81 Within the United Nations system there is no single organization that looks holistically at aviation risk management with respect to the travel of staff. Although there is aviation safety expertise in the Department of Field Support, the World Food Programme (WFP) and the International Civil Aviation Organization (ICAO), it is in the areas of long-term charters, short-term charters and legal systems, respectively. In the past few years, as United Nations staff have lost their lives in commercial airline accidents, the Inter-Agency Security Management Network requested the Department of Safety and Security to develop a methodology to compare the relative safety of different scheduled commercial passenger airlines. As the Department is not staffed with dedicated

aviation safety professionals, this request was addressed through a subscription to a commercial database. The responsibility for accessing the database in order to reply to requests for information from United Nations country teams was assigned to one staff member of the Department whose functions before joining the United Nations required aviation expertise. Over the past few years, requests for analysis of commercial passenger airlines has grown exponentially in that the country teams are asking for not only relative safety analysis of all airlines serving a region, but also for advice on aircraft flying a specific route or on specific airframes. The commercial database does not provide route or airframe information.

34.82 This issue was discussed at the 2008 meeting of the Aviation Technical Advisory Group (ATAG), which consists of aviation safety experts from ICAO, WFP and the Department of Field Support. The Group recommended that the Department of Safety and Security create an aviation risk management office to undertake this critical coordination function. This was consistent with the recommendations of the Independent Panel. Accordingly the Inter-Agency Security Management Network recommended, at its meeting in Lyon, France, from 28 to 30 July 2008, that an aviation risk management office be established in the Department. The working group on operations of the High-level Committee on Management Steering Committee also recommended the establishment of such an Office in the Department to provide a holistic approach to aviation risk management throughout the United Nations security management system. CEB agreed that the High-level Committee on Management would continue to further develop a comprehensive plan for a system-wide security management system for consideration at the CEB spring session in 2009, and that until then, any immediate needs would be funded within existing frameworks.

34.83 The aviation risk management office would fulfil a coordination function, leveraging the differing expertise already available in ICAO, the Department of Field Support and WFP, as well as accessing technical commercial and industry databases. In addition, it would use the United Nations aviation standards as a threshold, developing and maintaining a standardized checklist and evaluating what criteria may be difficult for airlines to meet, creating standardized procedures and a checklist for contracting aviation companies and, in cases where evaluation of specific air operator certificate holders is required, coordinate to utilize ICAO, the Technical Corporation Bureau, Cooperative Development of Operational Safety and Continuing Airworthiness Programmes, the Department of Field Support and WFP safety evaluation officers.

34.84 During the management review, the previous proposal for three Aviation Officers in the Department of Safety and Security was reviewed (see A/63/605). It is now proposed that the system-wide coordination function be established within the Department as a P-4 officer and the technical work outsourced to ICAO owing to its expertise in the area. The outsourcing requirement is estimated at $866,400. Those resources are proposed to be funded under the jointly financed budget.

Crisis Management Support Unit

34.85 A modern central security department must ensure that it can provide an adequate crisis management response to incidents and provide that the necessary infrastructure, policies and training are in place before incidents occur so that the security management system can respond coherently, focusing maximum effort on the incident rather than wasting effort on determining responsibilities and procedures.

34.86 The Crisis Management Support Unit is responsible for coordinating the establishment of procedures, policies and agreements and for augmenting the existing Communications Centre and Crisis Coordination Centre (when activated) of the Division of Regional Operations. It acts as the primary strategic resource to ensure harmonization and maintenance of a standard approach to

crisis management and business continuity throughout the security management infrastructure, and in particular at Headquarters locations and offices away from Headquarters.

34.87 Based on the Department's requirements and experience gained in the first year of operations of the Unit, it is proposed that the activities of the Unit be restructured around three main functions:

(a) Provision of guidance and technical support to Headquarters and offices away from Headquarters, supporting the Crisis Operations Group and the Senior Emergency Policy Team, and providing technical advice to the Under-Secretary-General in the area of crisis management for any specific crisis;

(b) Standardization of planning and procedures within the Department in crisis management response and business continuity, coordination on crisis management matters with United Nations and non-United Nations partners, the development and implementation of the crisis management framework with relevant partners and conducting research on best practices and methodologies;

(c) Coordination of training activities for crisis management, through the development and coordination of a strategy for training.

34.88 The current staff resources do not allow the Unit to perform all these functions. Resources are at present fully engaged with business continuity and performing the functions of secretariat to the Crisis Operations Group and the Senior Emergency Policy Team. In addition, the Unit's support for the operational requirement of the Crisis Coordination Centre further diminished the limited resources available to work on other issues related to crisis management. Between 2007 and 2008, the Crisis Coordination Centre experienced a 660 per cent increase in the number of days it was activated. Furthermore, in the first 70 days of 2009, the Centre had already been activated for nearly 75 per cent of the number of days activated for all of 2008, and this figure is expected to increase significantly, particularly in view of the expectation that the influenza A (H1N1) pandemic will increase in severity sometime later this year or in early 2010.

34.89 It is proposed that the Crisis Management Support Unit be strengthened through the establishment of four additional posts (1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)). The establishment of one P-5 will be to create a position of Chief, Crisis Management Support Unit, and the P-4 and P-3 posts will enhance the capacity of the Unit to deliver the necessary outputs to fulfil its terms of reference with regard to the provision of guidance and technical support, standardization of planning and procedures and coordination of travel activities. The Professional staff will be complemented by the establishment of a General Service (Other level) post to provide the necessary administrative and communications assistance. The current crisis management capacity was approved under the programme budget for the biennium 2008-2009, and it is therefore proposed that the additional posts be established under the regular budget.

Information management

34.90 Since its inception, the Department of Safety and Security has been operating without a robust internal information communications technology or information management support structure. Some information management needs were partially met on an ad hoc basis, dependent on voluntary contributions to the Trust Fund for Security of Staff Members of the United Nations System, with several information management systems being implemented. The lack of integration has resulted in severe problems with respect to the quality of the data, the lack of data that can be utilized in multiple formats and the resulting extra workload. This initial piecemeal approach has impeded the implementation of a comprehensive information management strategy.

34.91 The Department has developed and is maintaining several systems such as:

(a) DSSWEB, a website providing information pertaining to security phases, travel advisories and the United Nations personnel with security management responsibilities; it also provides access to other security-related information and training courses;

(b) The Integrated Security Clearance and Tracking application allows United Nations travellers to process security clearance requests or travel notifications on the web or through a set of web services designed to allow the enterprise system to integrate the requests within their automated processes;

(c) The Security Incident Reporting System collects information on security-related incidents pertaining to United Nations staff, property and premises;

(d) The security management system database contains all the information on the security phases in effect worldwide and the United Nations personnel who are members of the system; the database is used to generate travel advisories and the security management system phone book.

34.92 More than 3,000 United Nations staff members engaged in the security management system require information and communications technology support and assistance with respect to standards, interoperability of systems, coordination, training and support with respect to the existing departmental systems. There has never been a formal resource provision for those activities. A review of the information management needs in the Department has clearly identified the following urgent needs:

(a) Office of the Under-Secretary-General: systems to provide management with a comprehensive view of the Department, reducing the need to manually produce certain reports on a regular basis;

(b) Regional operations: systems to provide higher quality and better quantitative data on which to base decisions;

(c) Critical Incident Stress Management Unit: systems to improve the communications exchange between the counsellors and provide them with statistical tools to more efficiently use their resources;

(d) Crisis Management Support Unit: tools to improve the data needed to respond to a crisis; currently lists of staff are sent out and manually consolidated and updated throughout a crisis; there is no formal check-in check-out system to manage evacuations;

(e) Training and Development Section: the training database and the learning management system;

(f) Policy: data-gathering for the report of the Secretary-General on the safety and security of humanitarian workers;

(g) Compliance: a compliance information management system and a results-tracking system;

(h) Executive Office: systems are required in the areas of integrated staffing table, roster management, integration of staff list and security management system databases, electronic personnel files and a global inventory system;

(i) Information Management Section: Department-wide systems will include core database management system, security management system database and enterprise resource planning interfaces.

34.93 The above-mentioned systems will need maintenance and updates when underlying operating environments are upgraded or as the system requirements change or evolve. The Department is totally reliant on the services provided by the Office of Information and Communications Technology, and certain system upgrades are out of the Department's control. Likewise, the maintenance of the core databases will require full-time attention. The learning management system will provide online training courses for more than 100,000 United Nations staff members and other travellers and will need to be monitored and maintained. In addition, the course materials will change with the evolving needs of the Department. The human resources needed to update and support these information management systems will consist of a small core team, the responsibilities of which will mainly be the operation and maintenance of the systems and the provision of expertise to other entities.

34.94 It is proposed that a full information management capacity be established in the Department consisting of two distinct phases:

(a) Phase I (development and implementation) will be implemented by the resources defined as the core capacity of the Department; the development of new systems also requires a temporary expansion equivalent to nine additional positions under general temporary assistance once the development phase is completed;

(b) Other increased information management needs continuing into phase II (long-term maintenance) calls for an enhanced permanent professional capacity to supplement the current staff. This team will maintain ongoing projects (such as Geographic Information System capacity and records management) as well as maintenance of systems developed in phase I.

34.95 The establishment of five additional Professional posts (2 P-4, 2 P-3 and 1 P-2) is proposed to provide for the development and long-term maintenance of the detailed security information management systems required by the Department. An additional non-recurrent requirement of $2,599,200 would provide for the equivalent of six P-3 and three General Service (Other level) general temporary positions for the phase I development of information systems to be implemented in the biennium 2010-2011. Once the development phase is completed, maintenance will be sustained by the proposed permanent post capacity. As the systems to be supported by the Information Management Section are core to the entire security system, funding is proposed under the regular budget.

Table 34.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase the safety and security knowledge and skills of multiple clients of the United Nations security management system, to reduce and/or prevent critical incident stress and to enhance crisis-management coordination within the United Nations security management system.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical incident stress	(a) (i) Increased percentage of staff and their families in the field who have received stress-management training

	Performance measures: 2006-2007: 94 per cent of staff and family members Estimate 2008-2009: 95 per cent of staff and family members Target 2010-2011: 95 per cent of staff and family members
	(ii) Increased number of counsellors trained in critical incident stress management in emergency settings *Performance measures*: 2006-2007: not available Estimate 2008-2009: 28 counsellors Target 2010-2011: 50 counsellors
	(iii) Increased level of coverage for United Nations staff requiring emotional first aid and psychological damage control following reported critical incidents *Performance measures*: 2006-2007: 94 per cent of personnel requiring aid Estimate 2008-2009: 95 per cent of staff requiring aid Target 2010-2011: 95 per cent of staff requiring aid
(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training	(b) (i) Increased percentage of common security and safety training standards across the United Nations security management system *Performance measures*: 2006-2007: 80 per cent Estimate 2008-2009: 90 per cent Target 2010-2011: 93 per cent
	(ii) Increased percentage of United Nations staff at headquarters and field locations who have received security training relevant to their duties and responsibilities

Performance measures:

Percentage of staff who have completed the "Security Awareness for United Nations Personnel" learning programme

2006-2007: 90 per cent

Estimate 2008-2009: 90 per cent

Target 2010-2011: 90 per cent

Performance measures:

Percentage of personnel deployed in phase I and above duty stations who have completed the "Advanced Security in the Field" learning programme

2006-2007: 80 per cent

Estimate 2008-2009: 90 per cent

Target 2010-2011: 90 per cent

(iii) Increased percentage of designated officials and security management team members undertaking security training to enhance their abilities to fulfil their security responsibilities

Performance measures:

Percentage of newly appointed designated officials who attend security induction training

2006-2007: not available

Estimate 2008-2009: 100 per cent

Target 2010-2011: 100 per cent

Performance measures:

Percentage of serving security management team members who undertake security training

2006-2007: not available

Estimate 2008-2009: 60 per cent

Target 2010-2011: 70 per cent

(iv) Increased percentage of Department of Safety and Security field security

	officers undertaking training and enhanced skills development *Performance measures*: Percentage of all serving field security officers who attain security certification 2006-2007: not available Estimate 2008-2009: 95 per cent Target 2010-2011: 98 per cent
(c) Improved planning and preparedness for responding to crisis events and emergencies at all United Nations locations worldwide	(c) (i) Increased percentage of United Nations personnel and eligible dependants who can be tracked at any given moment in all United Nations locations worldwide *Performance measures*: 2006-2007: not applicable Estimate 2008-2009: 80 per cent Target 2010-2011: 95 per cent (ii) Improved effectiveness of crisis and contingency plans developed to respond to crisis events and security emergencies *Performance measures*: 2006-2007: not applicable Estimate 2008-2009: 60 per cent Target 2010-2011: 80 per cent

External factors

34.96 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There is no major change in the current level of threats and risks to United Nations personnel, facilities and activities;

(b) All stakeholders, including the United Nations agencies, funds and programmes, are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities;

(c) Funding from generous donors will be maintained and/or obtained for the revision and fielding of the "Security Awareness for United Nations Personnel" and "Advanced Security in the Field" and for the fielding and maintenance of the learning management system for distance learning;

(d) Emergency operational requirements, such as responding to national disasters, terrorist attacks targeting United Nations facilities and/or personnel or other critical security incidents, do not involve the substantial redirection of the subprogramme's resources from their original purpose.

Outputs

34.97 During the biennium 2010-2011, the following outputs will be delivered:

(a) Chair the Inter-Agency Security Management Network security training working group, participate in the Network's meetings, training workshops and meetings of training-related working groups to support and promote the development and system-wide dissemination and implementation of United Nations safety and security standards;

(b) Deploy mobile training teams/officers to conduct/support safety and security training programmes of other agencies, funds, programmes and organizations of the United Nations security management system, as required;

(c) Develop and distribute information and communications material on stress management;

(d) Harmonize and standardize United Nations procedures on critical incident stress management with the assistance of external experts at the highest level representing the major current global trends in the critical incident field;

(e) Develop crisis management response plans, capabilities and procedures;

(f) Provide psychosocial support to United Nations staff in response to mass emergencies and isolated critical incidents;

(g) Revise and update, as necessary, safety and security training materials and standards for staff members, security officers and designated officials/security management team members;

(h) Train United Nations counsellors as well as non-United Nations locally based counsellors in United Nations critical incident stress management procedures;

(i) Issue and distribute the revised versions of "Basic Security in the Field" and "Advanced Security in the Field" CD-ROMs for all countries and duty stations where United Nations personnel are present;

(j) Support and conduct training workshops for newly appointed designated officials and chief security advisers, security management team members and security officers of United Nations system agencies, funds and programmes and conduct a security certification programme for newly appointed field security coordination officers;

(k) Conduct a basic hostage incident management course and advanced hostage incident management course for selected staff.

Table 34.24 **Resource requirements, subprogramme 2, component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget[a]				
Post	1 072.9	3 400.2	7	16
Non-post	2 875.7	7 500.7	—	—
Subtotal	**3 948.6**	**10 900.9**	**7**	**16**

Category	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
Extrabudgetary			—	—
Total	**3 948.6**	**10 900.9**	**7**	**16**

[a] Resource requirements include the United Nations share of jointly financed activities in the amount of $2,796,700 and $3,198,500 for 2008-2009 and 2010-2011, respectively.

34.98 Resources in the amount of $10,900,900, including an increase of $6,952,300, will provide for seven posts and the proposed establishment of an additional nine posts, as well as related non-post requirements, for field support, crisis management and information management at Headquarters, which is required to achieve the objective of the subprogramme as described in table 34.23. Post-related resources in the amount of $3,400,200, including an increase of $2,327,300, will provide for the continuation of the seven posts for the crisis management capacity at Headquarters as well as the establishment of the additional nine posts (1 P-5, 3 P-4, 3 P-3, 1 P-2, 1 General Service (Other level)) as described in paragraphs 34.85 to 34.95 above.

34.99 Non-post resources in the amount of $7,500,700, including an increase of $4,625,000, will provide for general operating expenses, including general temporary assistance, communications costs, maintenance of furniture and equipment, various supplies and office automation equipment related to the strengthening of the crisis management capacity and the establishment of the information management capacity, as well as for the United Nations share of the jointly financed activities of the subprogramme. The increase in non-post requirements is due to: (a) the strengthening of the crisis management capacity and the establishment of the Information Management Section, including a non-recurrent provision of $2,599,200, for general temporary assistance for phase 1 of the information management plan ($4,223,200); and (b) the proportional share of the increase under the gross budget requirements of the field-related activities of the subprogramme as detailed in table 34.25 and explained in paragraphs 34.100 and 34.101 below ($401,800).

Table 34.25 **Jointly financed resource requirements, subprogramme 2, component 2**

Category	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
Gross budget				
Post	8 730.1	10 188.6	30	40
Non-post	3 409.9	5 145.1		
Subtotal	**12 140.0**	**15 333.7**	**30**	**40**
Extrabudgetary	1 062.4	796.4	—	—
Total	**13 202.4**	**16 130.1**	**30**	**40**

34.100 Estimated gross budget resources in the amount of $15,333,700, including an increase of $3,193,700, will provide for the continuation of 30 posts, 10 additional posts (net) and the related non-post resources required to achieve the objective of the subprogramme as described in table 34.23 above. Post-related resources of $10,188,600, including an increase of $1,458,500, will provide for the continuation of the existing 30 posts as well as the establishment of an additional

11 posts (8 P-4, 1 P-3, 2 General Service (Local level)), the redeployment of one P-2 to component 1 of subprogramme 2 and the reclassification of one General Service (Other level) post to the principal level as described in paragraphs 34.74 to 34.84 above.

34.101 Non-post resources of $5,145,100, including an increase of $1,735,200, will provide for travel of staff for incident-related travel to field locations, training and external printing requirements and communications costs. The increase in non-post requirements is related to the establishment of the additional posts and the creation of the regional hub in Nairobi, including increased travel of staff, rental of premises, communications, supplies and materials and furniture and equipment.

C. Programme support

Full budget resource requirements (before recosting): $10,031,000

Comprising: (a) Regular budget activities: $9,193,200;
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $837,800

Gross jointly financed budget resource requirements (before recosting): $1,134,100

Comprising: (a) Regular budget share of jointly financed activities: $296,300
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $837,800

Regular budget resource requirements (before recosting): $9,193,200

34.102 At the Inter-Agency Security Management Network meeting in January 2009, the Department of Safety and Security presented an analysis of the "implementation of career path for security professionals", which described the progress made with regard to the Department's current human resources strategy. The paper provided an update on the various initiatives launched in the previous two years with the aim of further strengthening the human resources management of security staff working in the United Nations system. One section of the analysis dealt specifically with the equivalency standards for security professionals that had been proposed by the Department and approved by the Network at its meeting in April 2005. The document indicated that the equivalency standards had been introduced to ensure consistency in the recruitment criteria used across the United Nations security management system and to allow for the recruitment, in exceptional cases, of security professionals with no university degree but having extensive experience in a security-related field. While that policy had given the Department greater flexibility in the recruitment of some experienced staff for field posts, the analysis stressed that the more stringent recruitment criteria applied for posts at Headquarters had impeded an exchange of experienced field staff between the field and Headquarters.

34.103 The decision of the Network with respect to the human resources analysis was to recommend that, in consultation with the Human Resources Network, the profile of security advisers at all levels be developed to address the issue of education and professional experience that best responds to the requirements of the responsibilities of the positions. The Network also recommended that, in addition to qualifications related to education and experience, the potential of a candidate to have a career in the United Nations be evaluated.

34.104 A finding of the management review is that a more holistic and comprehensive review of human resources requirements in the security field is warranted, including such areas as the identification, recruitment, deployment, retention, development and career planning of personnel (uniformed service, security professionals and management), both at Headquarters and the field. While the terms and conditions offered by the United Nations may not always appear to compare favourably with those provided by the private sector security industry, the Department must manage its human

resources responsibilities in a way that promotes the introduction and use of best practices both within and outside the United Nations system. A working group has been established by the Department to review these issues and a consultant (or consulting company) with specific expertise in this area will be engaged to assist in this process. A time frame of 12 to 18 months is envisaged for the completion of this work. Additional resources of $300,000 for consultants is proposed under programme support for this purpose.

34.105 Without prejudice to the outcome of the aforementioned study, a human resources objective of the Department is to assume full administrative responsibility for all of its staff in the field. The Executive Office currently manages the recruitment process, including the advertising of vacancy announcements, the identification of qualified candidates, the interview process, the rostering mechanisms and initiation of the recruitment of the selected candidates. The "on-boarding" of the candidate is then passed on to the UNDP offices in Copenhagen. In preparation for assuming the full administration of all Department of Safety and Security staff in the field, preparatory work includes the preparation of standard operating procedures and operational guidelines.

34.106 The current staff available at UNDP in Copenhagen consists of four full-time Human Resources Officers along with administrative assistance dedicated to administering Department of Safety and Security field staff. That office also has the extended support and direct assistance of UNDP country offices, to which several personnel and administrative actions have been delegated. It is considered, therefore, that in order to maintain the same standard of service to all of the Department's field staff, a similar number of resources would have to be considered. It is also envisaged that the Department would maintain a partnership with UNDP in that it would continue to use UNDP country offices for the administration of local staff and the management of delegated benefits and entitlements.

34.107 Consequently, the Department will continue to use the services of UNDP in Copenhagen and the country offices until the study referred to above is concluded and the Executive Office has sufficient resources to assume full administrative responsibilities. The Executive Office can assume the full range of administrative functions for its field personnel only once the procedures and contractual arrangements have been agreed upon and implemented. Thus, an additional five posts (2 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) would need to be established in the Executive Office beginning 1 January 2011, with a view to completely transferring human resources functions from UNDP Copenhagen to the Department by the end of the biennium 2010-2011. As the posts will support the staff funded under the jointly financed security budget, it is proposed that a jointly financed programme support component be established, with the posts being funded under that component.

Table 34.26 **Resource requirements, programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 147.0	4 147.0	17	17
Non-post	4 749.9	5 046.2	—	—
Subtotal	**8 896.9**	**9 193.2**	**17**	**17**
Extrabudgetary	—	—	—	—
Total	**8 896.9**	**9 193.2**	**17**	**17**

34.108 Resources in the amount of $9,193,200 will provide for the continuation of 17 posts (1 D-1, 2 P-5, 3 P-4, 1 P-2/1, 2 General Service (Principal level), 8 General Service (Other level)) and related non-post requirements. Post-related resources in the amount of $4,147,000 will ensure continued funding of posts at the current level in support of the programme of work of the Department. Non-post resources in the amount of $5,046,200, will provide, inter alia, for other staff costs to cover workload during peak periods, travel of staff, contractual services, general operating expenses and other operational requirements. An additional $296,300 will now be required under non-post resources to cover the United Nations portion of the proposed cost-shared Executive Office, described in paragraphs 34.102 to 34.107 above.

Table 34.27 **Jointly financed resource requirements, programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Gross budget				
Post	—	387.3	—	5
Non-post	—	746.8	—	—
Subtotal	**—**	**1 134.1**	**—**	**5**
Extrabudgetary	—	—	—	—
Total	**—**	**1 134.1**	**—**	**5**

34.109 Resources in the amount of $1,134,100 will provide for the establishment of five posts (2 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) from January 2011 under the jointly financed budget to support Executive Office management of field operations, in particular human resources management, and the related non-post requirements. Related non-post resources in the amount of $746,800 will provide for support costs such as rental of premises and equipment for the additional posts as well as $300,000 for a consultancy to undertake a human resources review, as detailed in paragraph 34.104 above.

Table 34.28 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/62/7 (chap. II, sect. 33))	
In order to optimize the use of resources, budget submissions should clearly identify all training costs, shortcomings and weaknesses that the training programmes intend to address, as well as the number of personnel to be trained. The Committee recommends that in the context of future proposed budgets, the number of personnel to be trained, the related costs and the areas of training should be included in the information provided to it (para. XII.20).	The requested information is provided in the supplementary information on the 2010-2011 proposed programme budget provided to the Advisory Committee.

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (A/63/379)	
The Department of Safety and Security should initiate a review of the Inter-Agency Security Management Network mechanism to assess its effective and efficient functioning and whether it fulfils the needs of members of the United Nations security management system (para. 47).	The recommended review is currently being done by a working group of the High-level Committee on Management. In view of the need to avoid creating a vacuum in the existing security system, the Committee recommended that CEB establish a specific mechanism to examine the development of the current security model. Accordingly, with the focus on the delivery of security at the field level, neither the Committee nor CEB decided to proceed further with a review of the governance mechanism at this time.
The Department is to ensure that all proposed policies for the Safety and Security Services are submitted to the Network for consideration (para. 49).	In a memorandum dated 21 May 2008, the Deputy to the Under-Secretary-General informed the Division of Headquarters Security and Safety Services and the Chiefs of Security and Safety Services of Headquarters, offices away from Headquarters, the regional commissions and the International Tribunals that all proposals for new or revised policies affecting the Services must be approved by the Inter-Agency Security Management Network. The first such policy from the Department, on United Nations close protection, was submitted to the Network in July 2008.
The Department should review and clarify, in consultation with the Network, the role of the Department of Peacekeeping Operations and the Department of Field Support in policy development and address the reasons why they have not attended meetings of the Network. In particular, the Department should address whether the security management system adequately covers all types of personnel under the responsibility of the Department of Peacekeeping Operations and the Department of Field Support (para. 50).	The Network was renamed the United Nations Security Management System Network. The Department of Peacekeeping Operations and the Department of Field Support did not participate in two sessions of the Network owing to internal departmental discussions on the role of those Departments in security policy development. This was rectified when the Departments joined the Network steering group, which meets prior to plenary sessions of the Network to establish an agenda and decide on policy topics. Since July 2008, both Departments have been full participants in both the sessions of the Network steering group and the plenary Network. Representatives of both Departments attended the most recent meeting of the Network, held in London in August 2009. In accordance with the United Nations Field Security Handbook, the security management system is applicable to all civilian staff

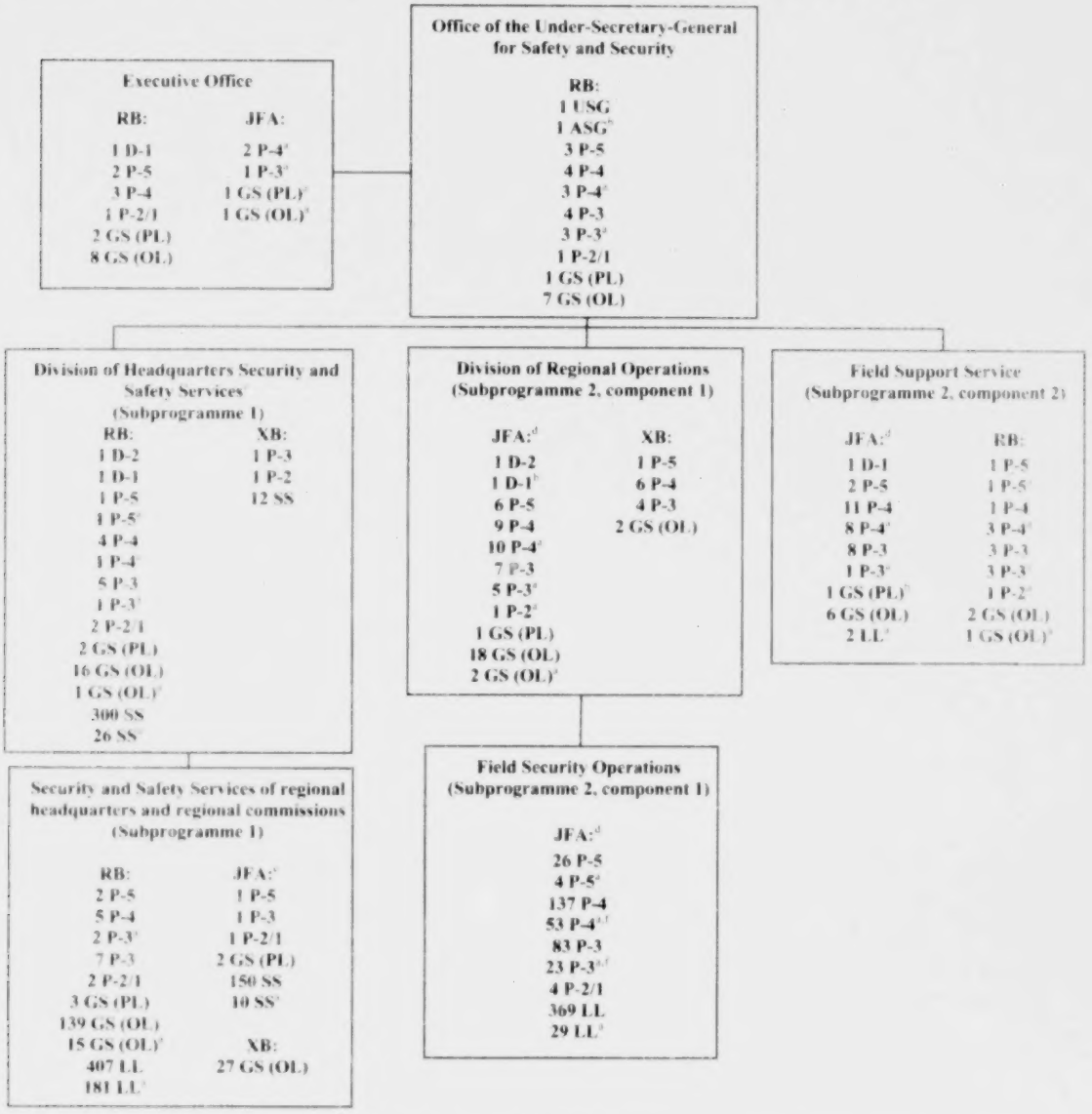
Brief description of the recommendation	*Action taken to implement the recommendation*
	(international or national) under the responsibility of the Department of Peacekeeping Operations and the Department of Field Support. This includes all persons in the employ of the Organization, together with their spouses and eligible dependants; consultants, officials or experts, including transient staff members, on mission for the organizations of the United Nations system; United Nations Volunteers, their spouses and eligible dependants who are authorized to be at the duty station; United Nations fellows, either non-resident fellows studying in the country or nationals who are on leave from the country of study; and staff members of those international and non-governmental organizations who have signed a memorandum of understanding with the United Nations system to cooperate on security matters. Since 1 January 2005, a moratorium on memorandums of understanding with international and non-governmental organizations has been in effect. Previously, the security management system was not applicable to military and police personnel. On 1 May 2008, the Department of Peacekeeping Operations issued policy guidance that outlines the particular arrangements of the security management system, which, depending on the Head of Mission's risk assessment, shall be made applicable to individually deployed military and police personnel who are not covered by force protection arrangements provided for military and police contingents. The security management system is not applicable to formed military and police contingents who are covered by inherent military and police force protection arrangements, nor is it applicable to spouses and dependants of military and police personnel, except where the sponsor is seconded (under employment) to the United Nations.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Department of Safety and Security should reassess its structure in consultation with the Inter-Agency Security Management Network and finalize and publish a Secretary-General's bulletin describing the Department (para. 52).	A reassessment of the structure of the Department was undertaken as part of the management review, which was shared with the Network at its meeting in London in August 2009. Proposed changes are detailed in the present document and are shown in the organization chart. The publication of the Secretary-General's bulletin is pending the outcome of the General Assembly's consideration of the management review.
The Department should initiate appropriate operational procedures/guidelines for consideration by the Network and approval by the High-level Committee on Management clarifying the role and responsibilities of the Department and the designated officials and aligning them to the framework for accountability (para. 54).	A revised framework for accountability was agreed at the Network meeting in August and will be considered by the High-level Committee on Management at its next meeting.
The Department should clarify the objectives and scope of its technical supervision, policy direction and operational guidance provided to the Chief Security Advisers and assess the reporting lines of the Chief Security Advisers/Security Advisers (para. 56).	The objectives of the Department's technical supervision, policy direction and operational guidance are set out in the management review, particularly in the strategic vision portion of the report and the chapter dealing with enhancing the capabilities of Headquarters operational support to the field. The reporting lines of the Chief Security Advisers/Security Advisers are clearly set out in the revised framework for accountability.
The Department should ensure that the merging of the Secretariat's crisis management resources into the Crisis Management Unit is based on a clear crisis management strategy developed in consultation with members of the United Nations security management system (para. 58).	The Crisis Management Support Unit has initiated the development of a crisis management framework to provide an integrated model for crisis management and business continuity. The management review noted that additional resources were required to bring it to fruition.
In reassessing its structure, the Department should clearly identify the major functions of its divisions and units (para. 60).	The management review clearly identified the major functions of its divisions and units. Those functions are outlined above and in the supplementary material supplied to the Advisory Committee on Administrative and Budgetary Questions.

Brief description of the recommendation	*Action taken to implement the recommendation*
In consultation with the Network, the Department should reassess its current staffing levels using industry best practices and standards and document A/59/365, including all corrigenda and addenda (para. 62).	The management review undertaken by the Department, the outcome of which will be reported to the General Assembly at its sixty-fourth session, notes the need for performance management tools to be made available to the Department's senior managers in order to ensure that f[illegible]ure staffing needs are assessed against proven performance metrics.
The Department should request the Office of Human Resources Management to review the feasibility of harmonizing contractual arrangements of locally recruited security personnel in order to facilitate the introduction of rules to address the mobility requirements of those personnel (para. 64).	The implementation of this recommendation is pending the implementation of the recently announced human resources reform.
The Department should perform a detailed analysis of impediments in deploying security personnel between duty stations, consider the extent to which human resources reforms would address such impediments and identify solutions for the remaining impediments (para. 66).	The implementation of this recommendation is pending the implementation of the recently announced human resources reform.
The Department should complete a new profile of security personnel for all levels focusing on recruitment strategy and entry requirements (para. 68).	The Department presented a paper on the implementation of career path for security professionals to the Network, which described the progress made with regard to the Department's human resources strategy. The substance of the paper and the related decision of the Network are detailed in paragraphs 34.102 and 34.103 above.
The Department should take the leading role in coordinating the harmonization of recruitment standards for security personnel across the United Nations security management system (para. 70).	A finding of the management review is that a comprehensive review of human resources requirements in the security field is warranted. Information on the review and the related resource requirements are detailed in paragraph 34.104 above.
The Department should ensure that the Department of Peacekeeping Operations and the Department of Field Support appoint security focal points as soon as practicable and should facilitate their participation, as well as that of the Department of Political Affairs, in the meetings of the Network (para. 74).	As of July 2008, the three Departments have been participating in the meetings of the United Nations security management system Network. The Department of Peacekeeping Operations and the Department of Field Support have appointed security focal points from existing staff resources. A permanent and dedicated Department of Peacekeeping Operations/Department of Field Support focal point for security has been appointed.

Brief description of the recommendation	*Action taken to implement the recommendation*
	Representatives of all three Departments participated in the Network meeting in August 2009.
The Department should establish a formal risk assessment and planning process in order to enhance its ability to promptly identify, report and correct non-compliance with established mechanisms for interaction, cooperation and coordination (para. 76).	The Compliance, Evaluation and Monitoring Unit has implemented a monitoring system aimed at following the implementation of the recommendations issued during compliance evaluation missions and the progress made on the achievement of expected accomplishments. Initially all recommendations are recorded, categorized, assigned deadlines and included in the implementation report for a particular compliance mission. It has two automated tools. The compliance reporting application is a report generation tool providing the Unit with the most up-to-date status of implementation of recommendations at any time. The compliance compendium is part of a recently started information management project of the Compliance Information Management System. It systemizes all findings and recommendations that have been made during compliance evaluation missions in the format of an internal compliance reference library. The library serves as a powerful source of information to support the lessons-learned requirement of the Unit. The Unit does not have the staffing resources to enable it to establish a formal risk assessment and planning process. However, in the management review, the Department stressed the need for performance management tools that would enable senior managers to improve departmental performance.

Department of Safety and Security
Organizational structure and post distribution for the biennium 2010-2011



Abbreviations: RB, regular budget; JFA, jointly financed activities; XB, extrabudgetary; USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; SS, Security Service; LL, Local level.

[a] New.

[b] Reclassification.

[c] Including the Security and Safety Services at other headquarters locations and the regional commissions.

[d] Jointly financed by all the organizations participating in the security management system in the field.

[e] Jointly financed by all Vienna International Centre-based organizations relating to the Security and Safety Service, Vienna.

[f] 42 P-4 and 7 P-3 new Security Analyst posts are proposed for establishment in the field, although they are a part of and report to the Threat and Risk Assessment Unit, Division of Regional Operations at Headquarters.